

2024

Sustainability Report



Publication Date: June 5, 2025

About This Report

Swinerton's 2024 Sustainability Report covers the calendar year ending on December 31, 2024. It marks our third year of aligning our sustainability report to the Global Reporting Initiative (GRI) reporting framework and reflects our efforts to adopt best practices for reporting economic, environmental, and social management. The GRI Standards Content Index can be found in the appendix on [page 68](#).

Swinerton's sustainability reporting occurs on an annual basis. Previous reports can be found on [Swinerton.com](https://www.swinerton.com).

In this report, we provide an overview of the company, our people, our approach to sustainability, our governance structure, our community impact programs, and our environmental performance within the diverse environments in which we operate.

The information and data in this report were compiled and reviewed for accuracy by our Corporate Responsibility Department and this report was reviewed by Swinerton management and the Board's Corporate Responsibility Committee.

To ask questions or learn more about Swinerton and our sustainability work, please reach out to corporateresponsibility@swinerton.com.

Front cover photo is of the 900 Innes Park Development in San Francisco, CA. This project will provide specialized workforce training and local and hyper-local business enterprise opportunities to revitalize the southeast community. In addition to general contracting services, all of Swinerton's self-perform groups will be involved with this project, including demolition, concrete, framing & drywall, doors/frames/hardware, and millwork scopes.



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INTRODUCTION

OUR RESPONSIBILITY

OUR PEOPLE

OUR ENVIRONMENT

OUR COMMUNITIES

OUR PARTNERS

SWINERTON

Introduction



Letter from the CEO

Since 1888, Swinerton has overcome the evolving demands of modern construction while achieving the highest level of excellence for our clients. Excellence is not a goal for us—it is our starting line.

In an industry of ever-changing and sometimes unexpected challenges, our dedication to excellence, sustainability, and corporate responsibility remains steadfast. This commitment stems from the desire to foster a brighter future for our employees, clients, and the communities we serve.

Over the last year, we have continued to grow Timberlab—our mass timber Engineering, Procurement, and Construction business—by expanding our supply chain through the acquisition of several glued-laminated (glulam) timber manufacturing facilities and breaking ground on a new, state-of-the-art cross-laminated timber (CLT) manufacturing hub. These milestones enhance the mass timber value chain, improving product and service value from inception to client experience.

As part of our ongoing efforts to reduce our carbon footprint, we initiated a comprehensive carbon inventory of our company and operations. This includes plans to automate emissions tracking from our direct and indirect operations, providing critical data to inform strategies for minimizing our environmental impact and enhancing efficient client project delivery.

Our employee-led Business Resource Groups continued to add significant value to our organization this last year, while focusing on three key objectives: supporting community, cultivating future leaders, and driving business impact. This dedicated group brings valuable ideas, supports our recruiting efforts, enhances employee engagement, and strengthens our organizational culture.

In our pursuit of sustainable solutions to provide exceptional client experiences, we have conducted a thorough analysis of our services and expertise within our Corporate Responsibility team. As a result, we established a new role dedicated entirely to partnering with project teams to meet and exceed sustainability requirements. This will enable us to integrate more sustainable solutions throughout the project lifecycle, achieve ambitious waste diversion goals, track embodied carbon, and advance additional innovative sustainability initiatives.

These contributions, among others, underscore Swinerton's drive to be responsible industry leaders and set new standards for excellence and sustainability in construction. As I reflect on my first year as Chief Executive Officer, I am proud of the achievements Swinerton has made in the industry and across our communities, thanks to our dedicated employee-owners. In this coming year, we will build on these strategies and will continue to shine a light on annual progress in our Sustainability Report.

I am excited about the opportunities that 2025 will bring for our organization and our clients, and I thank you for continuing to partner with us on this path forward.



Dave Callis, CEO



About Swinerton

Since our inception in 1888, Swinerton has remained a forward-thinking company focused on providing enduring opportunities for our clients, our people, and our communities. This dedication has driven our place in the construction industry, from our humble start as a brick masonry and contracting business to our present state as a national, interconnected business ecosystem.

Today, we are proud to lead our industry with an expansive portfolio of expertise and capabilities. Our legacy of landmark projects across the country includes traditional commercial construction markets as well as innovative mass timber structures, transformative renewable natural gas facilities, and uniquely structured Public-Private Partnerships. No matter the size, scope, or delivery method, our pride of ownership as a 100% employee-owned company gives us an extra edge on every project. It allows us to redefine what is possible for the built environment and secure safer, more efficient, and more resilient futures for ourselves and our partners.

Though our impact has expanded over the last 137 years, our mission remains as focused as ever: be the preferred builder and trusted partner in every market we serve, proudly leading our industry with ownership, integrity, passion, and excellence.

An Integrated Ecosystem of Expertise

Our network of service offerings is designed to provide seamless and efficient construction solutions that evolve with clients' needs. Every element works together to maximize value and ensure project success.



SWINERTON

Swinerton Builders is the backbone of the Swinerton Ecosystem, with construction services ranging from general contracting and construction management to self-perform trade capabilities.



An industrial energy partner offering Engineering, Procurement, and Construction (EPC) and design-build services.



Offers expert consulting and management services for large-scale development and capital improvement projects.



A leader in holistic mass timber systems, from design assistance and material procurement to fabrication and installation.



A premier concrete services provider with offerings from smallscale finishing to turnkey cast-in-place structures.



Specializes in the Public-Private Partnership (P3) method to develop, finance, construct, and manage public facilities.

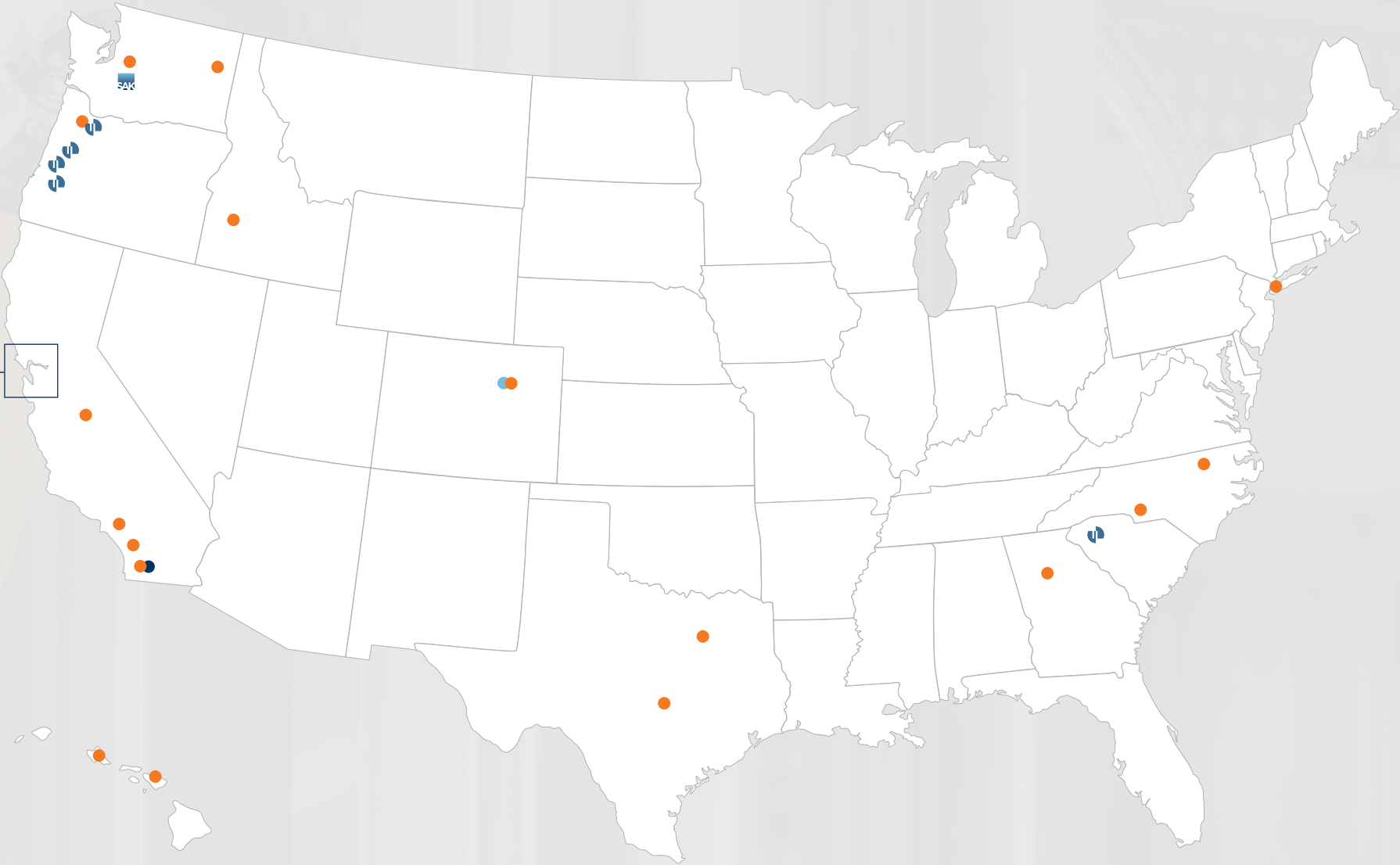
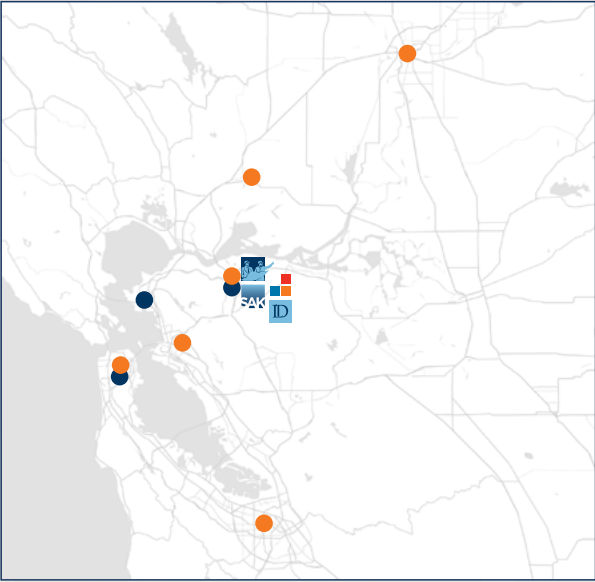


LINDGREN

A real estate development investment firm offering capital, balance sheet support, and expertise.

Swinerton Ecosystem at a Glance

Swinerton's extensive reach and deep-rooted presence across the nation is shown in our Ecosystem map. In 2024, our portfolio spanned over 300 project cities, serving over 500 different clients. Our team of over 4,900 dedicated professionals drives our success. This expansive network highlights our ability to deliver exceptional construction services across a diverse range of projects and communities.



MAP LEGEND

- Swinerton Incorporated
- Griffin Swinerton
- Lindgren
 - Concord, CA (headquarters)

- Swinerton Builders
 - Atlanta, GA
 - Austin, TX
 - Boise, ID
 - Charlotte, NC
 - Concord, CA
 - Dallas, TX
 - Denver, CO
 - Fairfield, CA
 - Fresno, CA
 - Honolulu, HI
 - Los Angeles, CA
 - Maui, HI
 - New York, NY
 - Oakland, CA
 - Portland, OR
 - Raleigh, NC
 - Sacramento, CA
 - San Diego, CA
 - San Francisco, CA
 - Santa Ana, CA
 - Santa Clara, CA
 - Seattle, WA
 - Spokane, WA

- Swinerton Management & Consulting
 - Concord, CA
 - Richmond, CA
 - San Diego, CA
 - San Francisco, CA
- Swinerton Energy
 - Denver, CO

- SAK Builders
 - Concord, CA
 - Sumner, WA
- Timberlab
 - Drain, OR
 - Greenville, SC
 - Philomath, OR
 - Portland, OR
 - Swisshome, OR

Industry Leading

BUILDING DESIGN
+ CONSTRUCTION

#21
Top Contractor
Top 150 Contractors for 2024

#2
Parking Structure
Construction Firm
Top 40 Parking Structure
Construction Firms for 2024

#2
Public Library
Construction Firm
Top 25 Public Library
Construction Firms for 2024

#3
Top Hospitality
Construction Firm
Top 80 Hospitality
Construction Firms for 2024

ENR
Engineering News-Record

#35
Top Contractor
2024 Top 400 List

#10
Top Green Building Contractor
2024 Top 100

#4
Top Green Contractor
by Sector, Multi-Unit Residential

#4
Top Green Contractor
by Sector, Retail



Best In Class

Create the Future Awards

Downtown San Diego Partnership Awards

ACI Concrete Awards, Residential Award

American Concrete Institute San Diego

Best Architectural Design Multi Family Community (For Rent)

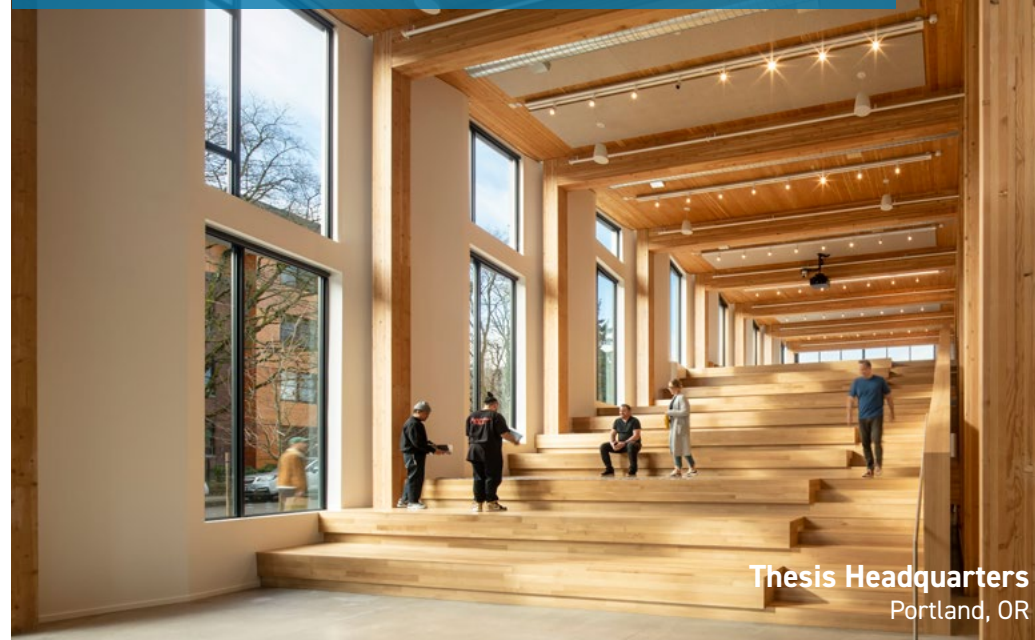
Building Industry Association of San Diego



Simone Little Italy
San Diego, CA

2024 Top Projects, Award of Merit – Office/Retail/Mixed-Use

Awarded by ENR Northwest



Thesis Headquarters
Portland, OR

Best Project Renovation/Restoration Category

Awarded by ENR Mountain States



Hatch Labs at Wilderness Place
Boulder, CO

Best Healthcare

Awarded by ENR California

John Muir Health Jean and Ken Hofmann Cancer Center, Walnut Creek, CA

Best of Design, Landscape Category

Awarded by The Architect's Newspaper

Presidio Tunnel Tops, San Francisco, CA

Award of Merit Government/Public

Awarded by ENR Northwest

Monmouth City Hall, Monmouth, OR

Affordable Housing Awards Transformative Community Award

Awarded by Affordable Housing Clearinghouse, Kennedy Commission,
Orange County Community Housing Corporation

The Salvation Army Anaheim Center of Hope, Anaheim, CA

High-Rise Structures, More Than 15 Stories

Awarded by American Concrete Institute

555 Bryant Street, San Francisco, CA

2024 Top Projects

Awarded by Daily Journal of Commerce (DJC) Oregon

Travel Portland Visitor Center, Portland, OR

Best Project Interior/Tenant Improvement Category

Awarded by ENR Mountain States

Biodesix Labs, Louisville, CO

ENR California Awards, Award of Small Merit Projects

Awarded by ENR California

Air Canada Maple Leaf Lounge, San Francisco International Airport,
San Francisco, CA

Community Impact Award

Awarded by Los Angeles Business Council (LABC) Architectural Awards

Culver Studios Office Complex, Los Angeles, CA

Office Development of the Year

NAIOP Washington State

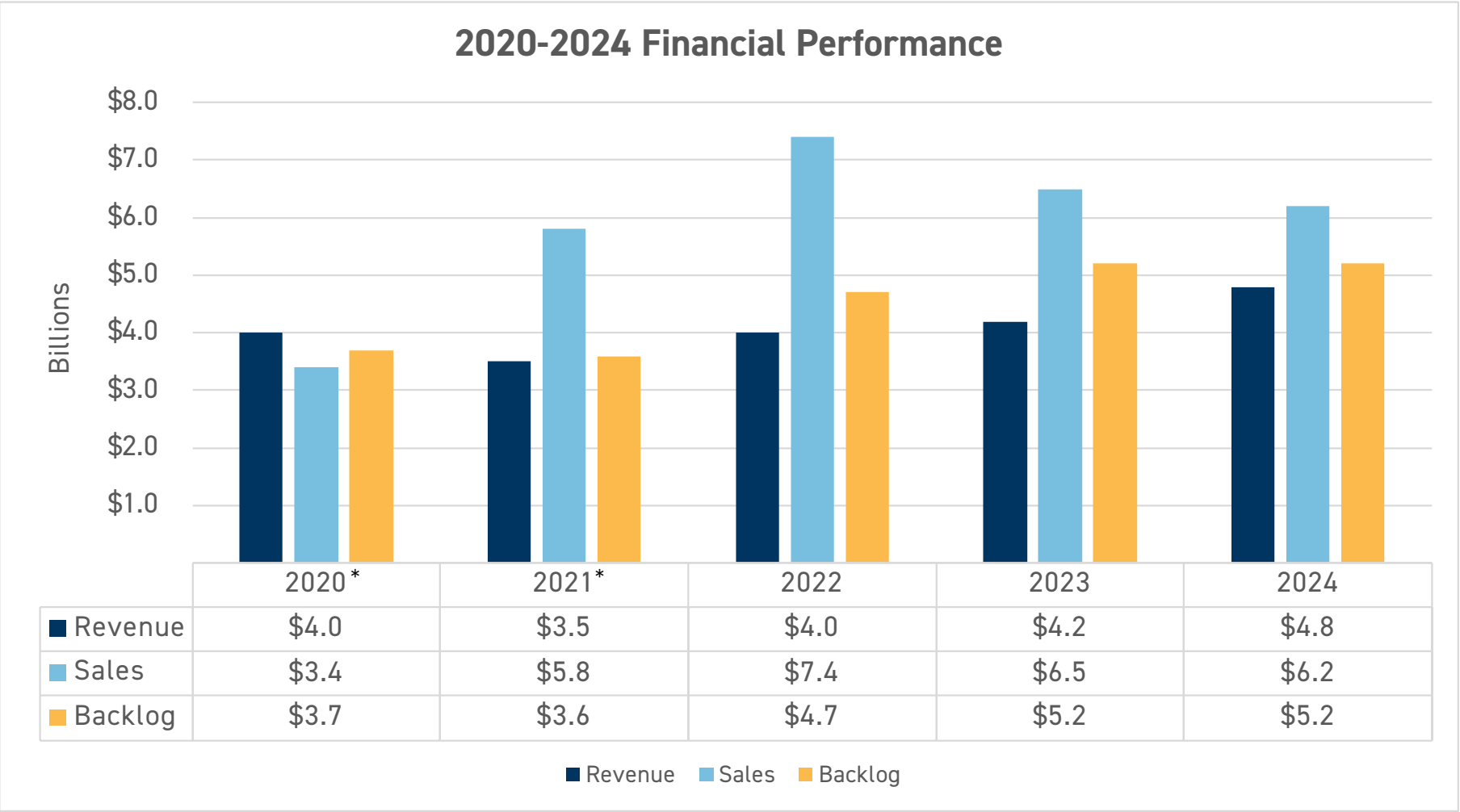
Northlake Commons, Seattle, WA

Financial Strength

In 2024, we exceeded our financial performance goals, demonstrating the exceptional value and excellence we bring to the industry.

Our overall revenues were \$4.8 billion and through the commitment and efforts of our collective team, sales this year exceeded \$6.2 billion, resulting in a robust year-end backlog of \$5.2 billion. These numbers firmly establish us as one of the leading builders across the United States. Our strong performance is a testament to the commitment of our team and the trust we have built with our clients.

We take great pride in Swinerton's integrated business ecosystem and its contributions to this year's remarkable financial results. As each of our member companies strive to provide diversified services to our clients, we demonstrate our adaptability and innovation, while reinforcing our commitment to securing the continued growth of the organization.



* In December 2021, Swinerton sold its Operations and Maintenance (O&M) and Renewable Energy (EPC) business lines to a third party. The financial results for 2020-2021 have been adjusted for Discontinued Operations.

Expanding Capabilities

Our diversification remains a key strength, allowing us to adapt to market demands and capitalize on emerging opportunities. In 2024, we achieved significant developments across our businesses.



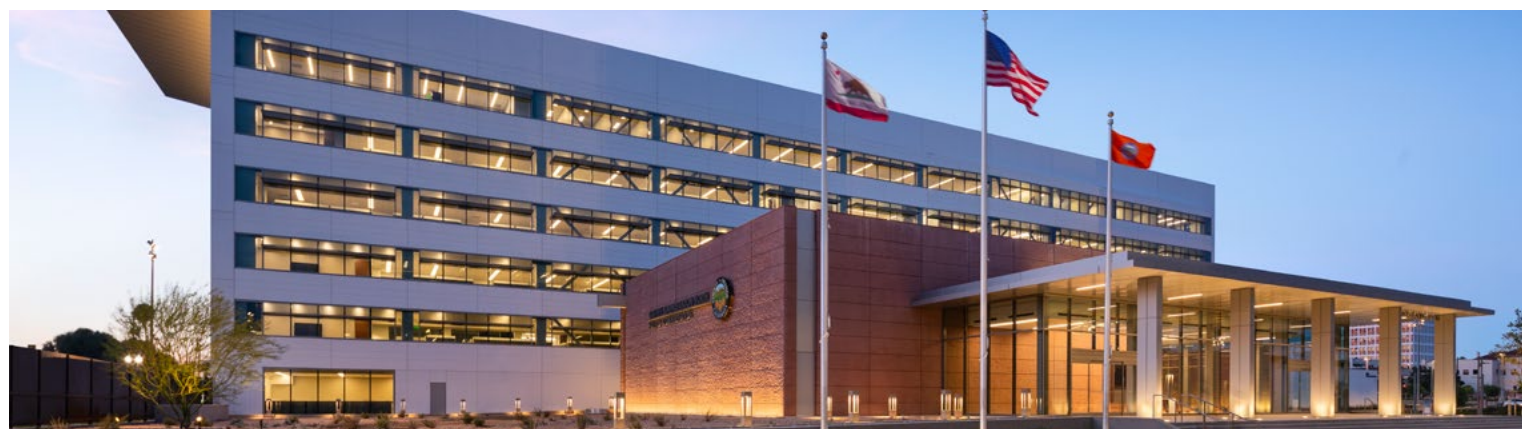
Timberlab

We expanded our mass timber supply chain with the acquisition of two glulam manufacturing facilities, a sawmill, and a planning mill. By adding glulam and sawmill capacity, Timberlab is able to better control transparency of wood sourcing for supplying mass timber projects.



Swinerton Energy

We continued to build a robust engineering, procurement, and construction (EPC) business for turnkey waste-to-energy plants, contributing to waste reduction and advancing the alternative energy landscape.



Griffin Swinerton

We continued to excel in Public-Private Partnerships, delivering critical civic and social infrastructure projects across the country.



Swinerton Facility Solutions

We experienced another strong year of growth as we expanded to 15 offices, offering comprehensive facility maintenance and construction services to new and existing clients.



Our Responsibility

At Swinerton, sustainability isn't just practice; it's ingrained in our core values and drives how we conduct business. Sustainability at Swinerton is a shared responsibility, not a siloed initiative.

A Culture of Good Governance

Our environmental, social, and governance (ESG) strategy fosters a culture where sustainability is a shared responsibility and is overseen by a network of committees and departments. This comprehensive approach, encompassing both policy and practice, is detailed throughout this report.

The Corporate Responsibility Committee is in its third year of operation. The committee is comprised of representatives from the Executive Committee and corporate departments including legal, human resources, financial management, talent, field talent management, sustainability, and operations. The committee meets on a quarterly basis and reports to the Swinerton Board of Directors. The Committee reviews annual reporting and provides oversight of the company's ESG programs.

The Executive, 401(k) & Savings Plan, Operations, and Risk Committees all play a role in managing the proper governance of the company, and each committee includes members representing every facet of the business. The Committees report to the Swinerton Board of Directors.

The Corporate Responsibility department leads the development of our social and environmental sustainability programs. Comprised of four experts in community and social impact, sustainability, and employee engagement, this department reports to the Corporate Responsibility Committee.

Several groups within the company, including Environmental Stewards, Community Ambassadors, and Community Relations Liaisons support the implementation of more sustainable practices in our operations.

Materiality Assessment

We performed a materiality assessment in 2022 with the support of a third-party consultancy. See our [2022 Sustainability Report](#) for an overview of the findings from that assessment. The material issues identified continue to inform our ESG strategy and programming.



Our ESG Strategy

At Swinerton, our corporate responsibility commitment positively impacts our industry, our communities, and our employee-owners.

We believe in building responsibly, and we do so through our commitment to economic and workforce development, philanthropy, safety, health and wellness, innovation, collaboration, and working towards minimizing our impacts in all of our operations. While led by our Corporate Responsibility department, our strategy reaches across the company to ensure that environmental management and positive social impact are enacted in all operations.

Sustainability Focus Areas 2024 – 2026

Environmental Impact

- Scale sustainable practices and solutions with our clients through the expansion of market transformational sustainability solutions like mass timber and alternative energy solutions
- Develop and implement processes and capabilities for tracking waste and scope 1, 2, and 3 greenhouse gas emissions company-wide
- Develop sustainability acumen of project teams, preconstruction teams, and organizational leadership

Social Impact

- Enhance organizational impact on local communities in which we operate
- Expand local trade partner and workforce outreach efforts companywide through local high school and trade school partnerships, and by supporting local organizations in their community activities
- Expand construction education and future workforce development efforts in local communities, specifically through the expansion of the Tony Williamson Building Better Futures Scholarship which engages middle and high schools and supports construction trades curriculum development
- Drive community and inclusion by developing inclusive leadership behaviors in employees companywide and supporting the growth and effectiveness of our Business Resource Groups
- Support an inclusive and psychologically safe jobsite experience for all employees and business partners

Governance

- Strive toward data excellence through tracking, data management, and reporting with KPIs and science-based targets
- Expand communication of and access to the company's Ethics Hotline and Grievance Mechanism, including displaying signage on all jobsites

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a call to action for all countries to pursue sustainable development in a global partnership. The seventeen SDGs highlight a roadmap for an ambitious 2030 Agenda-one that we believe aligns with Swinerton's own "March to 2030 and Beyond" a goal-driven initiative that guides our company's future success.

Since joining the UN Global Compact in 2017, we have been dedicated to advancing global sustainable development and integrating the SDGs into our strategy, culture, and daily operations.


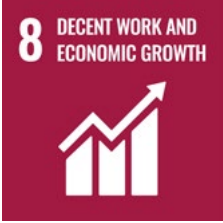


As a builder, we have identified four priority SDGs where we aim to continually improve our performance and make more meaningful contributions:



Every year, we publicly report on our progress towards these goals in our Global Compact Communication on Progress in each of these areas: human rights, labor, environment, and anti-corruption.



UN Sustainable Development Goals

SDG	Our Tactics and Commitments	Our Goals	Our Progress in 2024
	<p>Partner with organizations that work to address the skilled labor gap.</p> <p>Offer financial support for education and skills-building programs.</p> <p>Promote equity and equality in construction education.</p>	<p>Provide free STEM and vocational education resources to students.</p>	<p>Donated over \$300,000 to construction education and workforce development programs and events.</p> <p>Mentored students at 13 SkillsUSA partner schools throughout the country.</p>
	<p>Promote development-oriented policies that support decent job creation and encourage the formalization and growth of small-sized enterprises.</p> <p>Reduce the proportion of youth not in employment, education, or training.</p>	<p>Strive to award at least 20% of our subcontracting and supplier volume to small, local and diverse business enterprises in all our purchasing and contract business.</p> <p>Hire graduates of pre-apprenticeship training and education programs.</p>	<p>Achieved 24% of subcontracting and supplier volume to small, local and diverse business enterprises, resulting in \$730 million supporting these business enterprises.</p> <p>Three winners of The Swinerton Foundation's Tony Williamson Building Better Futures Scholarship hired on to Swinerton construction projects as apprentices.</p>
	<p>Assist public and private sector, as well as nonprofits, with building adequate, safe, and affordable housing.</p> <p>Strengthen national and regional development planning.</p>	<p>Provide reduced-cost services to build transitional housing communities for unhoused individuals.</p> <p>Provide free home repairs to seniors and persons living with disabilities.</p>	<p>Completed our eighth project with DignityMoves, which provides transitional housing to community members. The majority of preconstruction on these projects has been done for free.</p> <p>Volunteered over 900 hours on Rebuilding Together projects, providing housing stability for seniors, community members living on fixed incomes, and veterans.</p>
	<p>Promote the implementation of sustainable management of forests, ensure the restoration of degraded forests, and increase reforestation globally.</p> <p>Advance the development of more sustainable materials, products, and processes in the construction industry, helping clients meet their resiliency goals by incorporating less impactful materials in early project visioning, including mass timber, alternative energy and biogas, and modular or prefabricated construction.</p> <p>Reduce consumption of natural resources by assessing, tracking, setting targets, and reducing carbon emissions, water use, and waste.</p>	<p>Expand green service offerings to clients.</p> <p>Develop an environmental management program for our operations.</p>	<p>Expanded our mass timber supply chain with acquisitions of two glulam manufacturing facilities, a sawmill, and a planing mill, enhancing vertical integration of our manufacturing processes and reducing the cost of mass timber.</p> <p>Swinerton Builders' Portland Division joined the Contractor's Commitment to Sustainable Building Practices.</p> <p>Held an Innovation Challenge focused on sustainability in construction, asking employees to provide ideas on how to better address sustainability issues in our operations.</p> <p>Added 28 electric vehicles to our corporate fleet and began piloting EV heavy equipment on jobsites.</p> <p>Established an anti-idling policy to protect air quality and exposure to vehicle exhaust by reducing non-productive engine idling.</p>

Corporate Citizenship

We understand that responsible corporate citizenship is crucial to the success and wellbeing of our communities. We actively promote best practices in corporate responsibility through participation in and support of organizations that share our values. Our corporate memberships include:



Swinerton's National Aviation Network is heavily involved with **Airport Consultants Council, American Association of Airport Executives, and Airports Council International – North America** supporting the organizations' goals to educate and advocate for the aviation industry. Swinerton is a sponsor and planning committee member for national conferences and serve as committee members, chairpersons, and board of director members.



The **Associated General Contractors (AGC) of America** is an organization of construction contractors and industry-related companies aimed at improving construction quality and protecting the public interest. Swinerton participates in a variety of subcommittees including Health and Safety, Environmental Compliance, and Education, and sponsors multiple AGC events throughout the year.



The **Association of Corporate Citizenship Professionals (ACCP)** aims to increase the effectiveness of CSR and ESG professionals and their companies by sharing knowledge, creating solutions, and building inclusive peer communities. Swinerton participates in ACCP's Executive Network and attends the national conference.



Catalyst accelerates workplace inclusion, helping organizations attract talent, foster innovation, and drive performance through inclusive cultures and diverse perspectives. Swinerton meets regularly with Catalyst's experts to provide guidance on our DEIB programming, including resources and training for Business Resource Groups.



California's Coalition for Adequate School Housing (CASH), supporting its mission to ensure quality school facilities for all California students. Swinerton participates in the CASH Academy, serves on the Conference Planning Committee, and speaks on panels at the CASH Conference to share insights on our projects and best practices.



Community College Facility Coalition (CCFC) is composed of community college districts and organizations that support their facility needs and construction projects. CCFC provides leadership in legislative advocacy to secure and protect funding and deliver training on facilities issues for community college districts and their business partners to enhance student learning.



Construction Industry Round Table (CIRT) seeks to inspire its members to be an innovative force, creating a safe and sustainable quality of life for the future. CIRT represents the industry on public policy issues and provides a forum for developing strong management approaches through networking and peer interaction. Swinerton CEOs have been active members of the Construction Industry Round Table since 2014.



Commercial Real Estate Women (CREW) Network is a global organization that advances women in commercial real estate through business networking, industry research, leadership development, and career outreach initiatives. Many Swinerton divisions participate in local CREW networks, with our California, New York, and Portland divisions being particularly active.



Design-Build Institute of America (DBIA) provides education and professional certification opportunities that advance best practices across the built environment, promoting the value of design-build project delivery and teaching the effective integration of design and construction services to ensure success for owners and design and construction practitioners. Swinerton participates in DBIA's National Conference.



Diversity & Inclusion in Construction & Engineering (DICE) is a peer collaboration group formed to discuss the most pressing issues around diversity and inclusion. Swinerton is a founding member and participates in quarterly meetings and contributes discussions and roadmaps for companies looking to bolster their DEIB efforts.



Professional Women in Construction (PWC) supports women and promotes diversity within architecture, engineering, construction and related industries. Swinerton has representatives on PWC committees, which are structured to provide leadership opportunities for members while pursuing the mission of the organization.

Swinerton is also a corporate member of environmental and national associations, and chambers of commerce dedicated to advancing our business partners. Refer to the ["Community Outreach"](#) on page 60 and ["Our Environment"](#) on page 35 section of this report.

Innovation

Innovation remains a cornerstone of our commitment to continuous improvement and a more sustainable future.

While new technologies offer exciting possibilities for increased efficiency and reduced environmental impact, we prioritize a human-centered approach that considers the needs and perspectives of our entire workforce. By focusing on technology that enables our people and our strategy, we are more adaptable and capable of navigating change.

Productivity

Swinerton recently established the Production Engineering Department, which focuses on optimizing labor productivity within our self-perform teams. The department provides data-driven insights that empower our employees to boost efficiency and performance. In just two years since the group's inception, Swinerton has achieved remarkable success by doubling the number of production hours tracked, reducing the risk of labor overruns, and ensuring self-perform success. With 3.8 million craft labor hours worked by Swinerton in 2024, we aim to unlock the full potential of operating as a self-performing organization.

By integrating advanced tracking methodologies with the safest and most reliable productivity-enhancing techniques, we continue to push the boundaries of operational excellence and innovation.

In 2024, we focused on strategic innovation initiatives that address key industry challenges such as:

- **Embracing Digitalization:** Building upon our past success with digital tools, we are strategically integrating new technologies across our operations. This includes expanding the use of Virtual Design and Construction (VDC) for improved project coordination and enhanced prefabrication capabilities.
- **Data-Driven Decision Making:** Leveraging data analytics to gain deeper insights into project performance, enabling us to identify areas for improvement in safety, quality, and efficiency, leading to optimized resource allocation.
- **Developing and Scaling Innovative Solutions:** Continuing to foster a culture of innovation through initiatives like our annual Innovation Challenge, encouraging our teams to identify and develop creative solutions to address project-specific and enterprise-wide challenges. Successful innovations are then evaluated for scalability through our Experiments and Pilots pipeline.
- **Strategic Partnerships:** Forging strategic partnerships with leading technology providers to access cutting-edge solutions and explore new frontiers in construction technology. These partnerships allow us to leverage the expertise of others while maintaining control over the implementation and integration of new technologies.
- **Prioritizing Workforce Development:** Upskilling our workforce to effectively utilize new technologies, including training and development opportunities for our employees on the latest software, tools, and technologies, ensuring they are equipped to thrive in the evolving construction landscape.

Our People

At Swinerton, we empower every employee-owner to achieve the most brilliant work of their career. When our employees thrive as individuals, we thrive as a company. Our mission is to be recognized for having the best people and culture in the industry.

Talent First

Talent First is Swinerton's strategic and proactive approach to company culture and employee support, with a focus on learning and development, employee experience, talent acquisition, and human resources.

Not only are we attracting new talent, but we are also retaining and growing our existing high performers across the company. We have implemented efforts to develop our field and administrative leaders, continuously building robust internal talent pipelines.

We achieved several milestones this year that demonstrate our talent-focused and values-driven company culture.

- We continued to grow, reaching 2,518 administrative employees and 2,419 craft employees in 2024.
- Testifying to our strong employee culture, we saw nine out of 10 employees who were hired this year remain with Swinerton. Annual voluntary turnover for all administrative employees was at 10%, while our craft employees saw only 14% voluntary turnover, much lower than the 21% industry rate.
- Swinerton provides opportunities from within. In 2024, 47% of our hiring needs were filled internally. At senior management levels, our internal hiring rate was 73%, showcasing the value in retaining our leaders and growing talent from within.



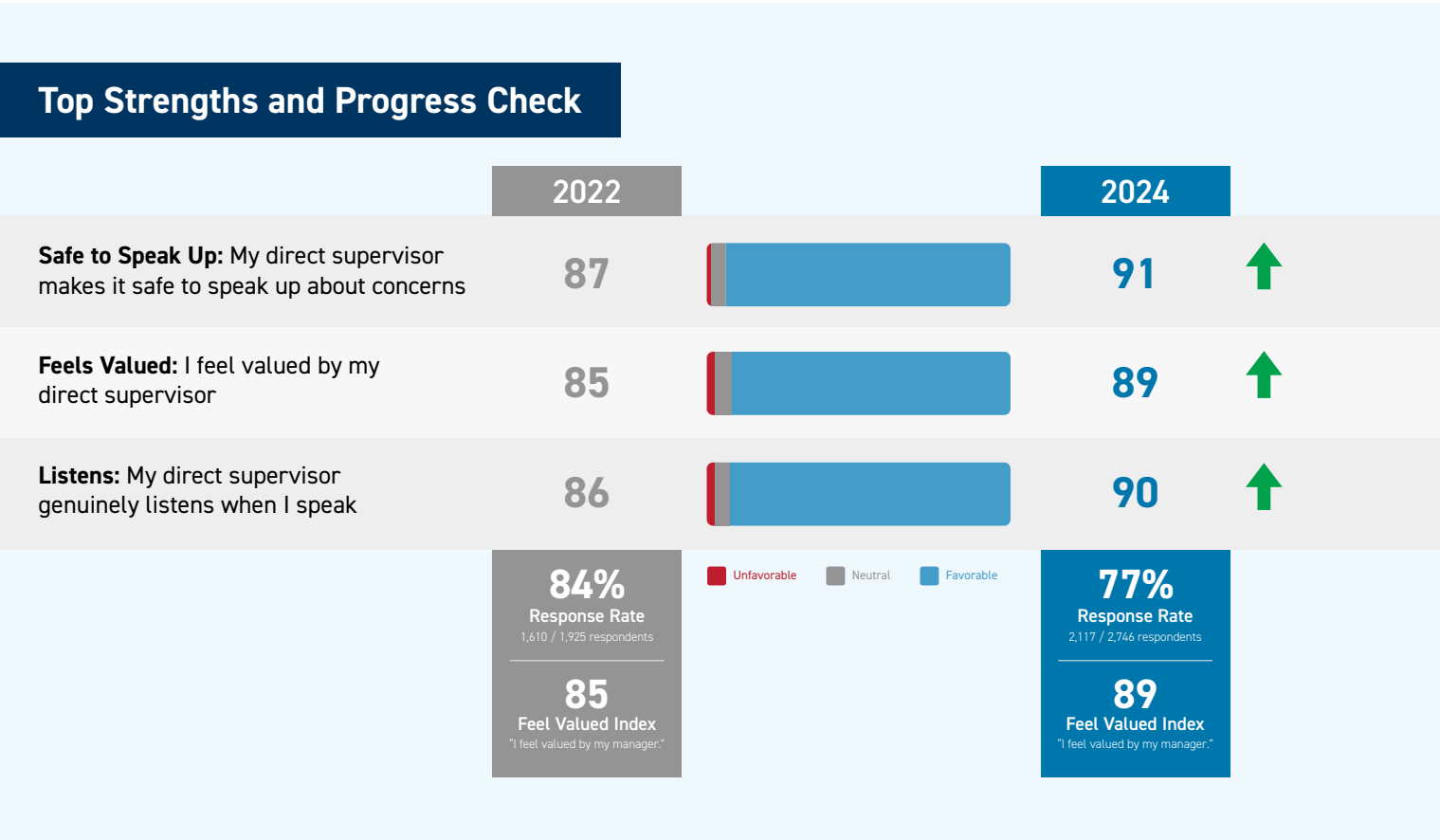
Employee Experience

We continue to build a culture of engagement by creating ongoing opportunities to listen to and communicate with our workforce. Employees are our most valuable asset, and their input helps us understand what we’re doing right and where we need to improve. We leverage multiple communication channels to boost employee engagement.

Manager Effectiveness Survey

Since January 2022, we have measured manager effectiveness annually, to provide insights into employee sentiment and the efficacy of our managers. The survey explores key aspects of the employee experience, including feelings of value, psychological safety, and authenticity.

We have seen significant improvements in our scores, demonstrating progress, while identifying opportunities for improvement in feedback, coaching, and professional development conversations. We remain committed to addressing these areas to further enhance the employee experience.



Ethics Hotline

Swinerton provides our employees and business partners a confidential, anonymous way to report general grievances, harassment complaints, and ethical violations or compliance concerns.

Town Halls

Swinerton fosters open communication and connection through annual Town Hall meetings held in every office. Led by our Executive Committee and senior divisional leadership, these forums provide a dedicated opportunity for all employees, regardless of level or function, to directly engage with company leaders, ask questions, and promote knowledge sharing and networking across teams and divisions.

Women in the Field Task Force

The Women in the Field Task Force was launched to address the underrepresentation of women in craft roles and lessen the obstacles hindering female participation.

The task force's primary goals were to:

- Understand the current state of female craft worker representation nationally and within Swinerton.
- Identify obstacles and opportunities for increasing female participation in our craft workforce.
- Develop actionable recommendations for recruiting, onboarding, retaining, and supporting female craft employees.

The task force was comprised of a team of majority women craft talent leadership and superintendents from across the US and conducted in-depth interviews with 20% of Swinerton’s female craft workforce to gather firsthand perspectives on their experiences, challenges, and goals.

The interviews provided invaluable insights, revealing critical challenges that the task force translated into actionable recommendations, focusing on enhancing recruiting strategies, improving jobsite environments, and creating robust support structures to foster a more equitable and inclusive workplace.

Career Development

Since launching Talent First in 2019, Swinerton has made key strides in talent management, sharpening our focus on aligning learning activities with performance. To further enhance learning for our employees and partners, we've initiated a refresh of our learning strategy, informed by external research, organizational priorities, and stakeholder feedback.

Our focus is now on skill development that directly translates to tangible performance outcomes, resulting in a more efficient and engaged workforce and the delivery of higher-quality products and services.

Our Learning Development team partners with leaders to continuously elevate the learner experience and highlight the business outcomes needed to achieve Swinerton's goals. To ensure we have the industry's finest builders to serve our clients—and to maintain a strong pipeline of talent that we need for future growth—learning at Swinerton is:

Personalized

Focus on understanding each employee's unique skills and learning styles, offering tailored experiences that boost individual performance and create value for our business and partners.

Accessible

Learning offerings accessible on any device allows broad reach across the business, providing employees with ownership of their learning, and empowering managers to actively guide their teams' growth.

Impactful

Every Learning experience and supporting content is designed to map directly to performance outcomes, including both hands-on practice that mimics our talent's real-life environment and on-the-job experiences.

In 2024, we invested in strengthening our Learning Development team by bringing on new hires to support this work. In 2025, Swinerton's Learning Development team plans to create a portfolio of offerings to meet the needs of employees across the enterprise, including digital micro-lessons, practice simulations, and toolkits for managers and subject matter experts to facilitate in person trainings.

Career Development

Developing Our Craft Workforce

Swinerton is deeply invested in the professional growth of our craft workforce through comprehensive, in-person Builder Programs for Superintendents and Foremen. In 2024, 30% of our Superintendents and 77% of our Foremen were enrolled in or had graduated from these 18-24 month programs, which blend technical and business skills development with invaluable on-the-job learning and mentorship from Swinerton experts.

In our open shop divisions, our National Center for Construction Education and Research (NCCER) Accredited Apprenticeship Program provides a structured pathway for entry-level talent to become skilled Journeymen in Carpentry, Drywall Mechanics, and Construction Craft Labor, with 234 classes conducted in 2024 alone. These programs, facilitated by Swinerton experts, ensure our craft workforce possesses the technical and leadership skills necessary for success.

Project Engineer Rotation

Swinerton's Project Engineer (PE) Rotation program allows PEs to maximize their potential by gaining hands-on experience in critical functions such as estimating, scheduling, self-perform trades, mechanical, electrical, and plumbing (MEP) coordination, safety, and quality. By rotating through various departments, PEs gain a deeper understanding of project lifecycles, enhancing their ability to identify potential issues and contribute to successful project outcomes.

The program was successfully implemented in Southern California. Other regions are in the process of establishing and growing their own rotation programs.

Career Development

Developing Our Leaders

Swinerton's success is directly linked to the strength and expertise of our people. Our Talent First team is focused on fostering employee growth at every stage of their career. From nurturing early-career talent to empowering our enterprise employees with advanced skills and leadership development, Talent First's specialized roles are integral to building a high-performing and future-ready Swinerton.

Talent Experience Manager

Swinerton's commitment to developing the next generation of construction leaders is exemplified by our dedicated Talent Experience Manager role, established three years ago and enhanced in 2024. Recognizing the critical importance of "growing our own" amidst industry-wide talent shortages, this unique position focuses on nurturing early-career talent, specifically PEs and interns.

Talent Experience Managers oversee the recruitment process, ensuring a seamless and engaging internship experience with a high conversion rate to full-time positions, and provide comprehensive onboarding for new PEs. For interns, particularly in California, this includes hands-on training events, building skills through practical activities, and a comprehensive three-day "Intern Bootcamp" covering PE fundamentals, self-perform trades, and essential business skills like teamwork and emotional intelligence. This proactive approach underscores our commitment to nurturing talent from the ground up and ensuring the long-term success of our organization. This role is currently focused in California, and we plan to expand its scope in 2025.

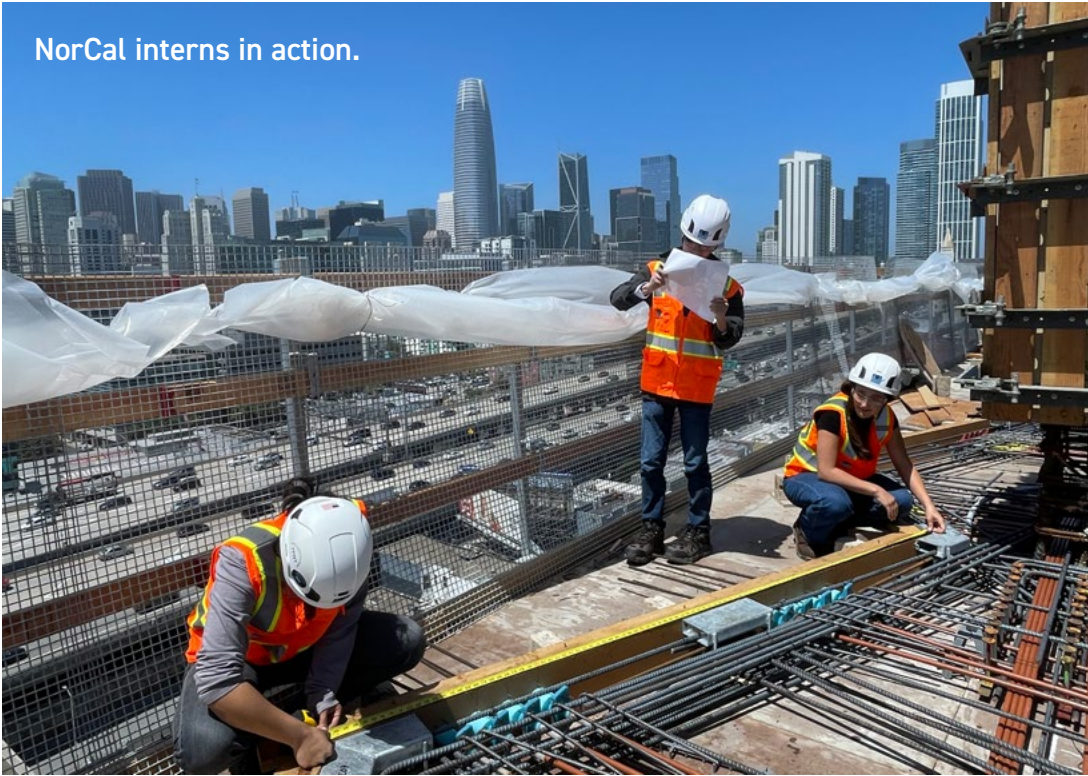
Strategic Talent Partner

Building off the success of the Strategic Talent Partners position launched in 2022, a new Strategic Talent Partner position was created for Swinerton Incorporated employees.

This position supports employees who service the enterprise with talent strategy and development. This includes leadership development programming, coaching, and opportunities for growth for our corporate employees to ultimately better support our operations teams. This position is also accountable for, along with the regional talent partners, executing the annual Talent Calendar and ensuring development plans are in place for those in or moving into Leadership positions.

Talent Acquisition

Swinerton's Talent Acquisition team takes a proactive approach to building our workforce and contributing to the development of future industry professionals. Our leadership actively partners with educational institutions, supporting career readiness initiatives and delivering impactful workshops through organizations like SkillsUSA and the Associated Schools of Construction, as well as engaging with college students through speaking engagements. This commitment ensures a strong talent pipeline and strengthens our ties with the communities we serve.



2024 Highlights

50+ recruitment events attended to seek out the best and brightest students.

327 roles filled through our college hiring program including 211 interns and 116 project engineers.

3,000 new hires joined, with craft employees accounting for nearly 75% of our workforce hired.

Health & Safety

Swinerton's Safety Program rests on a firm foundation of effective, industry-recognized strategies that promote safety and wellness on and off the jobsite. Through the efforts of comprehensive and accessible safety plans, meticulous preplanning, ongoing training, and daily mentoring. Swinerton boasts an exemplary safety record nationwide with incident rates substantially lower than industry averages.

Our approach is simple – strong leadership, solid communication, and partnerships with our Operations teams to constantly improve our safety performance. We leverage the vast knowledge and skillset of our safety team, trade experts, and our trade partners to constantly evaluate risk to workers and to implement controls that send everyone home safely every day.

Safety First

0.21

Lost Time Incident Rate (LTIR)
Industry Average: 1.2

0.54

Experience Modification Rating (EMR)
Industry Average: 1.0

60

Credentialed Safety Professionals

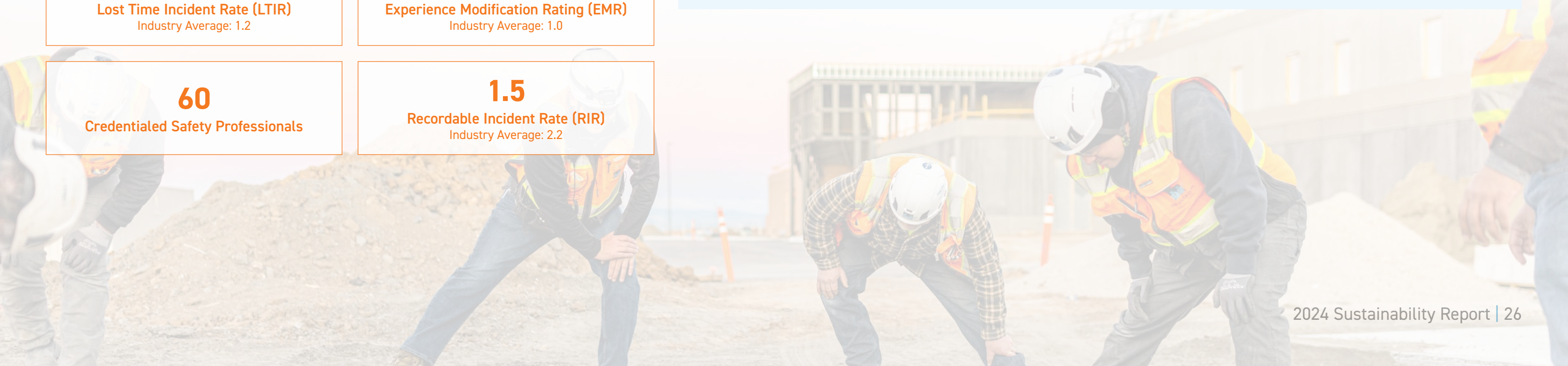
1.5

Recordable Incident Rate (RIR)
Industry Average: 2.2

In 2024, we continued building on the new Health and Safety Program with improvements on our pre-planning processes. We created a Pre-Planning Guide, laying out simplified strategies to improve in the three established levels of pre-planning:

- 1. **Job Hazard Analysis** focuses on the big picture of the entire job, identifying activities that require additional pre-planning and coordination, including all High Hazard Work activities and those that pose unique or unusual challenges.
- 2. **Activity Hazard Analysis** focuses on an identified Activity, breaking it down to step-by-step pieces for evaluation, identifying potential hazards, and coordinating control before work begins. The hazards are tracked in the project schedule and reviewed regularly by jobsite supervision and safety managers.
- 3. **Pre-Task Plans** are completed by foremen and supervisors prior to work being assigned on a daily basis and allows the supervisor to better plan the work they assign to their crews.

To addition to the Pre-Planning Guide, we initiated a new Foremen's Safety 101 training that covers effective project inspection, how to deliver impactful Toolbox Talks and training, and building a solid foundation for basic hazard recognition. It is followed by continuous, focused coaching for our foremen on their jobs.



Health & Safety

Safety Week

Construction Safety Week took place in May with the theme "Value Every Voice," emphasizing the crucial role of every team member in creating a safe jobsite. We participated in a variety of events to reaffirm our commitment to a safe and healthy work environment including:

- **Jobsite Safety Stand-downs:** Interactive sessions focused on fall prevention, hazard identification, and mental health awareness.
- **Toolbox Talks:** Engaging discussions led by supervisors on safety best practices and incident prevention.
- **Vendor Demonstrations:** Hands-on demonstrations of safety equipment and tools, such as fall protection systems and power tools.
- **Employee Recognition and Incentives:** Raffles, giveaways, and other incentives to promote safety awareness and engagement.

PROJECT HIGHLIGHT

Building Foundations for Team Safety

The Lindley, a 37-story mixed-use high-rise in downtown San Diego, serves as a model for how a strong safety culture, built on open communication, employee empowerment, and innovative solutions, can enhance productivity, improve morale, and ultimately, ensure the well-being of all workers on the jobsite. This project achieved significant success through a multi-faceted approach:

Fostering Open Communication

Weekly safety meetings fostered open dialogue between all trades and business partners, addressing safety protocols and topics like mental health, hydration, and overall well-being, creating a more holistic approach to worker safety. The project team actively solicited feedback during the meetings, encouraging a culture where any safety concerns, no matter how minor, could be raised openly.

Empowering Employees

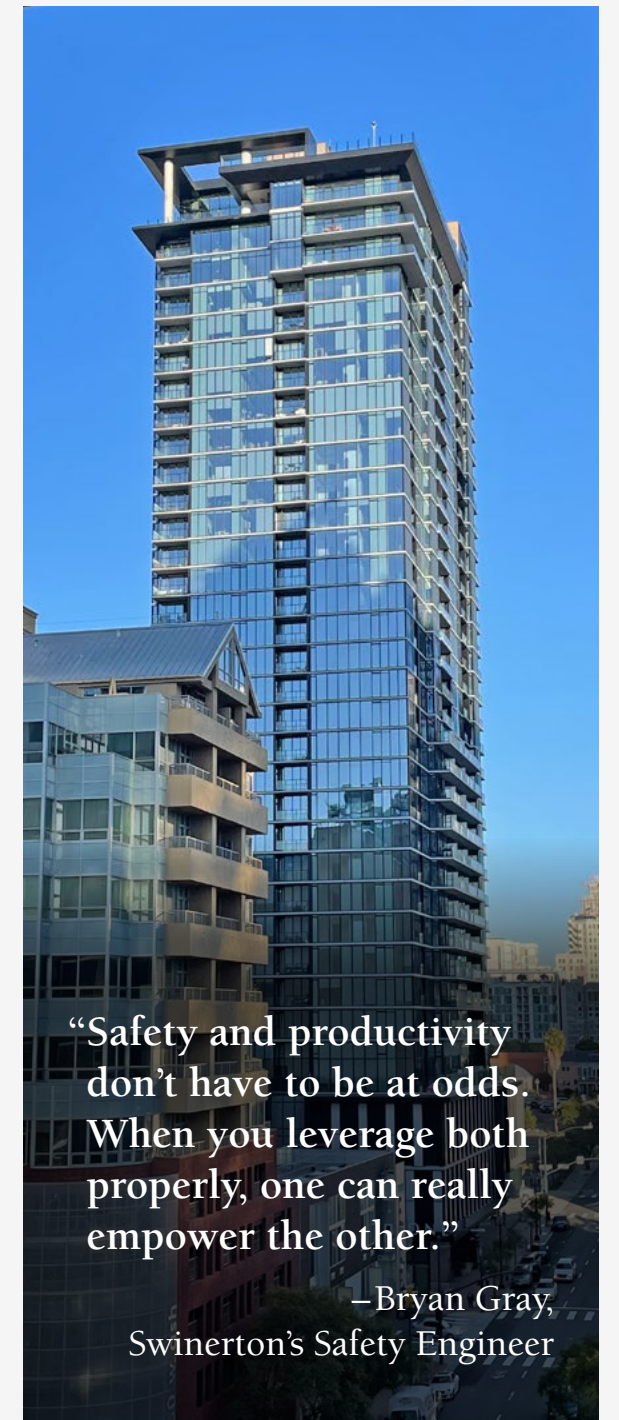
A Safety Carpenter role was created on this project to establish and maintain safety systems, such as guardrails, toe boards, and fall protection systems, ensuring continuous and proactive safety measures.

Innovative Solutions

The project team developed a custom-designed outrigger safety netting system that significantly improved efficiency, reducing installation time by 90% to minimize disruptions and maximize productivity. The project used data analysis to identify safety hazards and track key performance indicators, enabling continuous improvement and a data-driven safety management approach.

Measurable Results

The Lindley project achieved a significantly lower-than-industry-average incident rate, demonstrating the effectiveness of the implemented safety measures. Harder to measure, but no less important, employee morale and engagement was increased throughout the project.



Health & Safety

Health and Wellness Beyond the Job

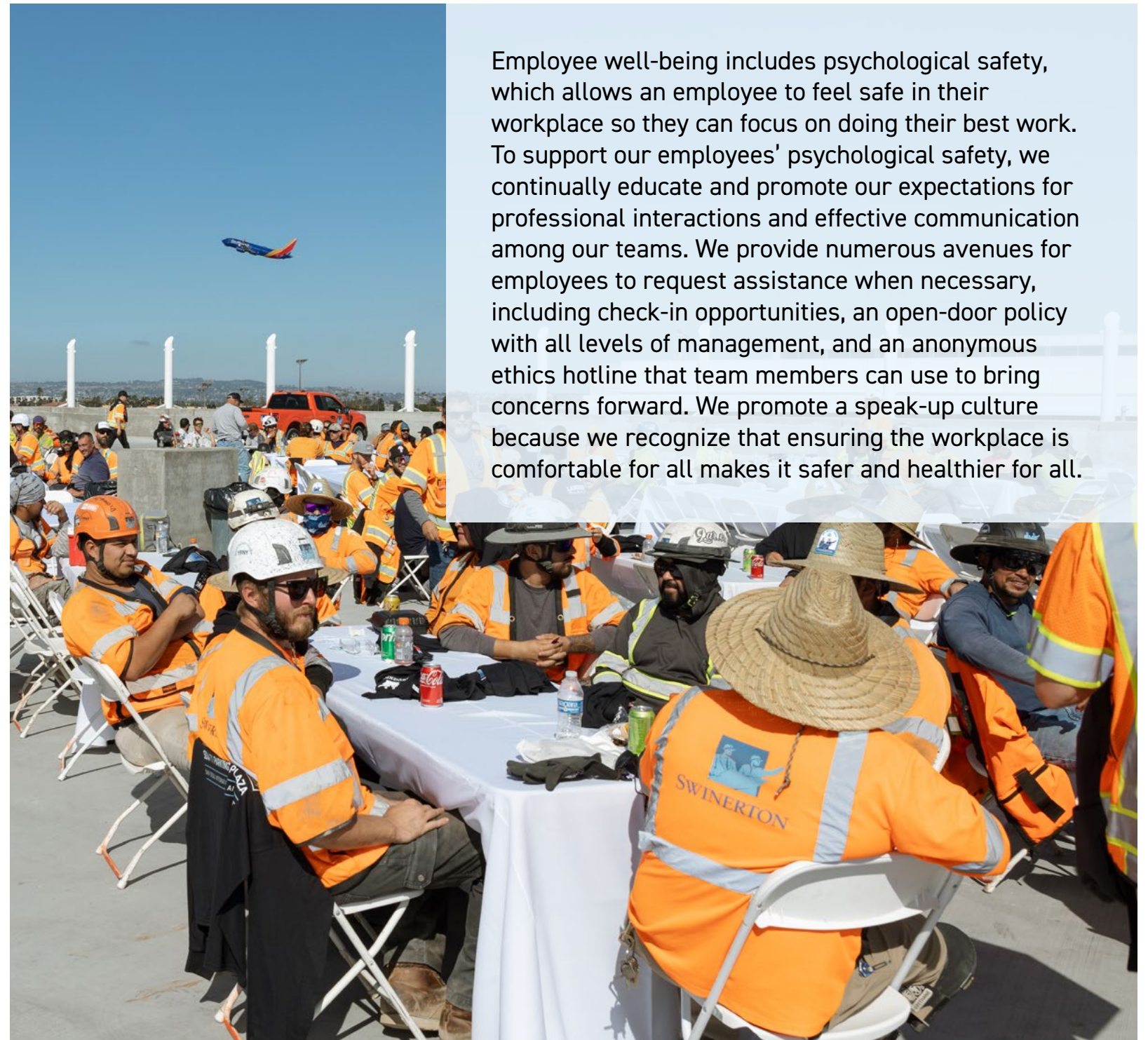
Safety in the workplace, and especially on the jobsite, hinges on workers' holistic well-being, not just their physical safety.

Swinerton is proud to provide our employees with a comprehensive mix of benefits to aid with mental, physical, financial, and family wellness. We support employees throughout their careers and personal challenges, providing resources for top performance and safety.

Benefits we offer to eligible employees include:

- Medical, dental, vision, life, and disability insurance programs to support healthy families and peace of mind.
- Retirement savings programs including employer matching and company ownership opportunities to build long-term wealth.
- Paid Care Leave to support personal health conditions and caregiver needs.
- Paid vacation, sick, and holiday time off to reset and recharge.
- Confidential third-party counseling to help with mental health, financial concerns, parenting, legal concerns, and more.
- Complimentary fitness and wellness class credits and membership savings.
- Financial wellness programs to help employees build a stronger and more secure future.
- Care network membership to support parents and caregivers.
- Educational assistance to help our employees reach personal development goals.

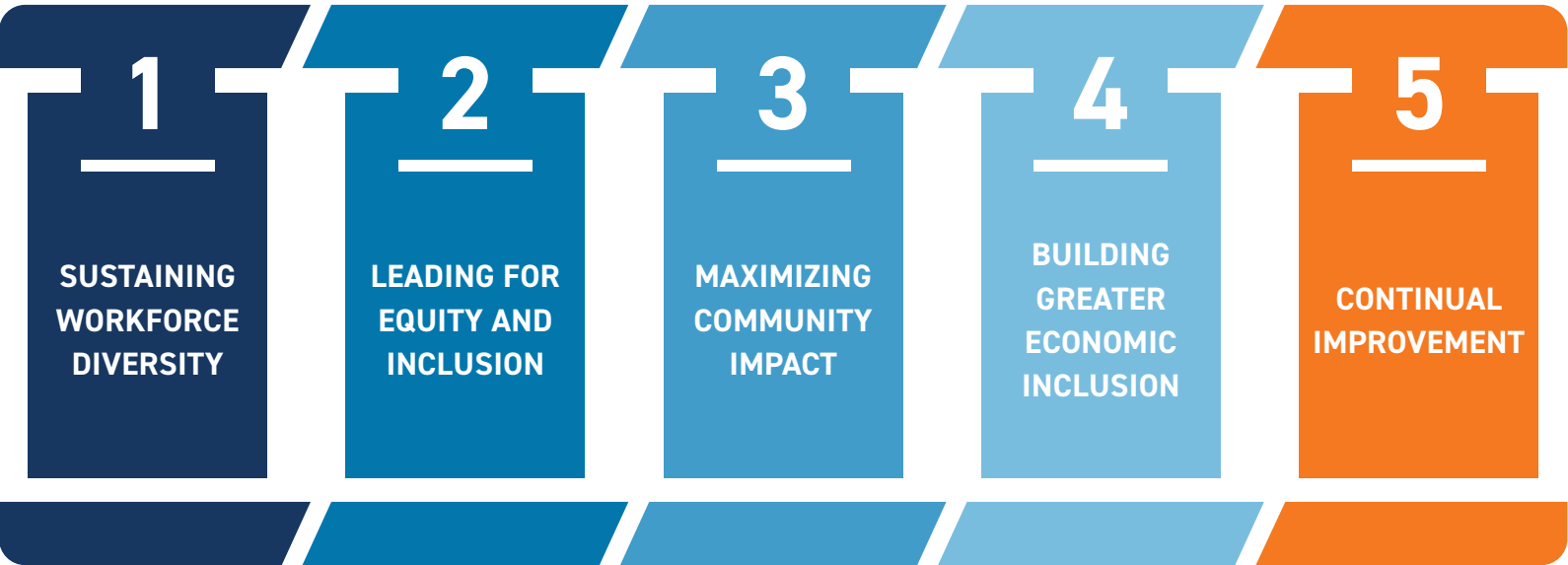
Employee well-being includes psychological safety, which allows an employee to feel safe in their workplace so they can focus on doing their best work. To support our employees' psychological safety, we continually educate and promote our expectations for professional interactions and effective communication among our teams. We provide numerous avenues for employees to request assistance when necessary, including check-in opportunities, an open-door policy with all levels of management, and an anonymous ethics hotline that team members can use to bring concerns forward. We promote a speak-up culture because we recognize that ensuring the workplace is comfortable for all makes it safer and healthier for all.



Building a Culture of Inclusion

Our values—Ownership, Integrity, Leadership, Passion, and Excellence—serve as our guiding principles in fostering a workplace where every individual feels safe, respected, and empowered to thrive. Our strength lies in celebrating our unique differences and shared experiences, creating a sense of belonging that drives innovation and collaboration.

Swinerton's deep commitments to equal opportunity and inclusion go back decades and permeate every aspect of our business. Providing equal access to a broad and diverse range of individuals and businesses helps us ensure we are reflecting the communities in which we operate and foster an environment of creativity and innovation. Our inclusion efforts are guided by five core pillars, integrated across Talent First, Safety, Corporate Responsibility, and Operations.



Swinerton's Inclusion Efforts include:

- **Empowering All Business Partners:** Swinerton provides equal opportunities for all businesses to participate and grow, including small, local, and diverse businesses within the communities of our projects. As an example, through our *Prep for Success* program, we support all businesses interested in doing work with us by providing technical assistance and education to support their likelihood of success.
- **Building Employee Connections:** Our Business Resource Groups (BRGs) offer employees the opportunity to connect with colleagues who share common interests and concerns. BRGs are employee-initiated and employee-run, and open to everyone in the company. These groups reflect Swinerton's commitment to a truly employee-driven culture where everyone has the opportunity to connect, collaborate, and contribute to success.
- **Expanding Talent Diversity:** Cultivating a workplace with a variety of skillsets, ideas, experiences, and knowledge to meet business needs helps us grow, expand, and adapt to our dynamic industry. We strive to ensure our candidate pool reflects the diverse talent of our industry and truly provides equal opportunity for employment and advancement.
- **Strengthening Skillsets:** We ensure we have the complete variety of skill sets and knowledge that our business needs to excel in our evolving industry.
- **Investing in Communities:** We have a positive impact on our communities where we live and work, including volunteer opportunities and philanthropic investment in a variety of community-based organizations our employees choose to work with.

Business Resource Groups

Swinerton's Business Resource Groups (BRGs) foster a strong sense of community, enhance employee experience, and contribute significantly to Swinerton's overall DEIB program. Open to all employees, BRGs bring together individuals with shared interests or characteristics, creating spaces for connection, support, and professional development.

These groups, initiated by employees, are not only vital for internal community building but also serve as valuable resources for talent recruitment, retention, and development.

2024 Highlights

- **Expanded Learning and Development:** Over 20 members attended industry conferences, enriching their understanding of inclusion and belonging best practices and bringing back valuable insights.
- **Engaging Company-Wide Events:** Company-wide events celebrating diverse cultures and fostering awareness including celebrations for Juneteenth, AAPI Heritage Month, Pride Month, Veteran's Day, and Hispanic Heritage Month.
- **Strong Community Engagement:** Over 40 in-person member events were hosted, creating opportunities for connection, networking, and support.



BCBRG members at the BRG Summit in Denver, CO.

BRG Summit

The Second Annual BRG Summit brought together BRG leaders for two days of professional development, networking, and strategic planning. A key element was BRG-led business pitches to leadership, proposing impactful initiatives like enhanced employee mentorships, expanded family planning benefits, and language learning programs. Following constructive feedback, the BRG members refined their proposals for a final pitch to the Executive Committee, showcasing the power of employee-driven innovation to directly influence Swinerton's future.

BRG National Giving Opportunities

BRGs created company-wide giving opportunities to raise awareness of and money for a diverse group of nonprofits.

- The Black Community BRG raised over \$3,000 for the Thurgood Marshall College Fund in celebration of Black History Month, to support students at Historically Black Colleges and Universities and Predominantly Black Institutions.
- The Working Parents BRG raised over \$1,000 for the Boys & Girls Club of America supporting mentor programs and youth empowerment initiatives.
- The Veterans BRG paired their giving campaign with a hands-on volunteer event to support the Fisher House Foundation and their mission of providing homes for military and veteran families when a loved one is in the hospital. The campaign raised over \$6,000 and employees volunteered 25 hours.
- The Women's and Latino Community BRGs joined forces to double their impact by choosing the Susan G. Komen Breast Cancer Foundation, supporting breast cancer research and awareness. The joint-BRG initiative supported multiple Swinerton teams participating in Walk-for-A-Cure events around the nation.
- The PRIDE BRG raised over \$2,000 for Gay for Good during Pride Month, mobilizing LGBTQ+ and ally volunteers for community service projects.

Business Resource Groups Highlights



Black Community Business Resource Group (BCBRG)

The BCBRG exemplified its commitment to service and community throughout 2024. The third annual Martin Luther King Jr. Day of Service saw over 100 volunteers contribute more than 170 hours across 12 volunteer events nationwide, supporting local nonprofits, community cleanups, food banks, and local MLK Day celebrations. The group hosted a company-wide Juneteenth celebration, featuring a virtual tour webinar that explored the impact of emancipation, with live-streamed sites in Chicago and stories of influential Black women. Celebrations were held nationwide with museum visits, networking breakfasts, and community BBQs, fostering a sense of unity and celebration.



Swinerton volunteers at MLK Day of Service in Oakland, CA.



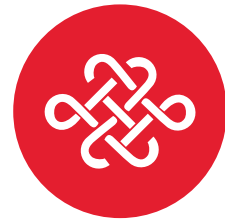
Veterans Business Resource Group (VBRG)

The VBRG's inaugural year was marked by impactful service and community engagement, along with membership growth, especially within the craft population. For Memorial Day, teams across the nation volunteered at local cemeteries to place flags at the graves of the fallen to honor those who made the ultimate sacrifice. The Sacramento team spearheaded a Veterans Day event at Nation's Finest—an organization that provides housing and support for veterans—with garden cleanup and a kitchen installation. For Thanksgiving, the Charlotte team distributed meals to veterans.



VBRG Members volunteer at Nation's Finest in Sacramento, CA.

Business Resource Groups Highlights



Asian American & Pacific Islander Business Resource Group (AAPI BRG)

The AAPI BRG focused on building community and highlighting AAPI contributions. They published their first yearbook, showcasing personal stories and celebrating the impact of AAPI members within Swinerton. The group hosted volunteer events at Community Youth Centers and career days. Their member meetings emphasized resource sharing and professional development, featuring interactions with Swinerton leadership, as well as the Timberlab and recruiting teams. The BRG celebrated AAPI Heritage Month and Diwali, with regional events and educational initiatives that fostered cross-cultural understanding.



The San Diego office celebrates AAPI Heritage Month.



Working Parents Business Resource Group (WPBRG)

The WPBRG grew its membership base, hosting multiple events that were open to Swinerton employee's children. The first "Bring Your Kid to Work Day" was a success, with offices nationwide hosting engaging activities for employees' children, including safety demonstrations, hands-on construction activities, and interactive presentations. The event provided a unique opportunity for children to experience their parents' work environment, creating understanding and connection.



Bring Your Kid to Work Day at the Denver office.

Business Resource Groups Highlights



Women's Business Resource Group (WBRG)

The WBRG relaunched with a renewed focus on building a supportive community for women, providing professional development opportunities, and promoting gender equality. The group initiated an educational book club open to all employees and volunteered with the Susan G. Komen Breast Cancer Foundation to participate in Walk for a Cure events around the nation.



PRIDE Business Resource Group (PRIDE BRG)

The PRIDE BRG focused on creating an inclusive workplace and supporting the LGBTQ+ community. They hosted a "Ask Me Anything" webinar for National Coming Out Day, featuring panelists sharing personal experiences and insights. The group focused on visibility and support publishing resources such as "How to Support your LGBTQ+ Coworkers" and launched a Pride Pin Pledge initiative to promote LGBTQ+ visibility and support.



Latino Community Business Resource Group (LCBRG)

The LCBRG celebrated Hispanic Heritage Month with an interactive virtual tour which highlighted the history and cultural contributions of Hispanic and Latino communities. They also created a cookbook from employee submissions, capturing diverse recipes and celebrating Latin American culinary traditions.



WBRG members at the BRG Summit in Denver, CO.



PRIDE BRG members participating at San Francisco's Pride Parade.



Hispanic Heritage Month celebration at Swinerton's San Francisco Office.

Equity & Inclusion Events

Women in Construction Week

During Women in Construction Week, Swinerton honored women's crucial contributions in our industry and emphasized our commitment to creating an equitable industry where all can thrive. Across the country Swinerton hosted a range of events to foster community engagement, networking, and professional development.

Swinerton participated in local National Association of Women in Construction (NAWIC) events, lunches, and panel discussions, connecting women with both colleagues and industry partners. Swinerton employees also spent time volunteering throughout the week at Rose Haven in Portland and The Bottomless Closet in New York.



Construction Inclusion Week

As a proud sponsor of Construction Inclusion Week, Swinerton reinforced our commitment to diversity, equity, and inclusion. Led by our CEO's reaffirmation of AGC's Culture of CARE pledge, we engaged our teams in a week of focused action.

Construction Inclusion Week activities included:

- An informational virtual open house highlighting our Business Resource Groups and encouraging participation.
- In-person supplier diversity events, showcasing our 30-year commitment to diverse partnerships.
- A webinar encouraging volunteerism and charitable giving benefits.



Women in Timber

Swinerton was proud to support a powerful and inspiring event at the International Mass Timber Conference in Portland, OR- The Women in Timber Power Hour. This gathering, designed to create an inclusive space for voices within the mass timber and AEC industries, provided a platform for more than 500 women to share their experiences, triumphs, and challenges.



INTRODUCTION

OUR RESPONSIBILITY

OUR PEOPLE

OUR ENVIRONMENT

OUR COMMUNITIES

OUR PARTNERS

SWINERTON

Our Environment

At Swinerton, environmental sustainability is the backbone of our commitment to being responsible corporate citizens.

Our Environment

Swinerton strives to reduce the impact of construction activities on the natural environment through project-focused efforts, corporate initiatives, and investment in environmentally beneficial technologies such as mass timber manufacturing and renewable energy solutions. As a general contractor, we partner with owners, design teams, trade partners, end users, and the community to build structures that operate efficiently, utilize resources effectively, and promote the wellness of everyone involved, from our builders to the occupants. We're striving for greater rigor, transparency, and enhanced alignment with industry frameworks relevant to our business and operations.

Northlake Commons in Seattle, WA



Supporting Industry Action

Swinerton is a member of several working groups and networks focused on sustainability in construction. These groups facilitate information sharing, developing industry best management practices, and furthering emerging trends and technologies.



The Associated General Contractor's Climate Working Group is a coalition of 28 member companies focused on advancing outreach and education on climate change and its effects on the construction industry. Swinerton regularly participates in the working group, and collaborates with member companies to discuss key developments.



BuildingGreen's Sustainable Construction Leaders network's is a collaborative, results-oriented community that shares best practices and drives change to combat climate change and promote healthy environments. Swinerton actively participates in ongoing sessions, sharing information to help advance sustainability practices across the industry.



U.S. Green Building Council accelerates the transformation of the built environment to minimize climate impacts and enhances the well-being of people, the environment and communities worldwide. Swinerton is a Gold Member and supports the development and evolution of the LEED® program.



AXA XL's Sustainability Circle is a collaborative peer network of sustainability leaders insured by AXA XL Insurance. Swinerton collaborates with this network to identify problems, share knowledge, and develop strategies aimed at elevating the industry.



Building Transparency's Contractors Carbon Action Network is a coalition of general contractors aiming to decarbonize building projects through tracking embodied carbon, smart procurement, and efficient construction practices. As a member, Swinerton collaborates to further development of resources and educational tools for the building industry.



Urban Land Institute's mission is to shape the future of the built environment for transformative impact in communities worldwide. Swinerton is a member of the network of cross-disciplinary real estate and land use experts and works to set standards of excellence in development practice. Swinerton also participates in the ULI's Sustainability and Resilience Member Council in Austin, Texas.

Swinerton's Culture of Sustainability

By cultivating a culture of sustainability through education, engagement, and proactive support, we empower our employees to make informed decisions and drive positive environmental impact across all our projects.

Environmental Stewards Program

Our network of Environmental Stewards, comprised of representatives from across divisions, is a key resource for sustainability questions and best practices within their respective offices. Stewards actively participate in the development and implementation of Swinerton's environmental program, playing a vital role in data collection and reporting and regularly sharing valuable educational resources and training opportunities with colleagues.

Sustainability Training

We proactively inform employees about relevant environmental legislation through sessions led by our sustainability team. In 2024, sessions were held on California Air Resources Board's Off-Road Diesel legislation, educating employees on the new requirements, renewable diesel, and compliance procedures. The sustainability team holds regular office hours, providing a platform for employees to discuss project-specific sustainability challenges with our in-house experts in an open forum.

Innovation Challenge

Every year, our Business Technology team hosts an Innovation Challenge that provides individuals a chance to pitch an idea for a new tool, process, or a line of business. The 2024 Innovation Challenge focused on sustainability in construction, with an emphasis on how we can better address sustainability issues in our operations.

Submissions demonstrated that employees see opportunities to address sustainability at every point of the design and construction process. Throughout the challenge, individuals pitched ideas addressing waste in design and materials through prefabrication and better coordination with MEP trades, converting existing buildings for new uses, implementing electric construction equipment, integrating more biophilia into final projects, and decommissioning with material salvage.

Two initiatives were selected for funding and further development:

- **Sustainability Portal:** Developing a system to help track project information while providing guidance and education to project partners and subcontractors.
- **Glulam and CLT MEPF coordination:** Integrating MEPF into glulam and CLT production to eliminate soffits, concrete topping slabs, and access floors used to route and conceal trades.



Swinerton's Culture of Sustainability

Employee Engagement & Volunteerism

We actively partner with our communities, engaging in initiatives that benefit where we live and work, fostering a sense of community responsibility and environmental stewardship. In 2024, Swinerton employees volunteered with various community organizations focused on sustainability and biodiversity.

Portland, OR



The Timberlab team in Portland volunteered more than 100 hours at the Oregon Sustainable Agriculture Land Trust, building garden boxes at the Albina Cooperative Garden community garden.

In Honolulu we volunteered with Hookuaaina, an organization dedicated to preserving the traditions and values of kupuna, and passing on ancient knowledge to future generations. Our team participated in weed mitigation, pruning, watering, and planting, as well as digging and trenching a Kalo patch in preparation for new crops.

Honolulu, HI



Atlanta, GA



Our Atlanta team volunteered at the Wylde Center, an Atlanta-area nonprofit with five urban greenspaces that connect the community to nature in an urban environment. The organization will use the gardens we improved to provide environmental and sustainability education.

Our San Diego office participated in monthly beach cleanups volunteering with the San Diego Coastkeeper. The organization aims to protect a healthy environment that supports high biodiversity, resilient ecosystems, and thriving neighborhoods.

San Diego, CA



Maui, HI



Our Maui office adopted two miles on the Maui Veterans Highway. Quarterly clean-ups resulted in more than 150 bags of waste removed from the highway. Proper collection and removal of waste can be challenging in Hawaii, motivating our team to find small ways to improve waste diversion on the islands.

Collaboration & Education

Swinerton actively contributes to the advancement of sustainable construction practices by participating at educational events, sharing our expertise and fostering collaborative dialogue to drive positive change within the industry. In 2024, Swinerton representatives spoke at prominent industry conferences addressing critical industry challenges and contributing to the development of collective initiatives that support the transition to a more sustainable built environment.



Greenbuild

At a roundtable discussion our sustainability team presented on the hidden impact of construction emissions, sharing how considering embodied carbon during material transportation enables projects to make more informed decisions compared to relying solely on whole building lifecycle assessment software estimates.

Mass Timber Plus

Our sustainability team presented alongside Woodworks and Southface, discussing how mass timber can be an effective carbon reduction strategy by using whole building life cycle assessments to inform teams during project development. The session focused on the general contractor's role in achieving embodied carbon reductions, with an emphasis on material transportation and construction activity.

Procore Groundbreak

At Procore Groundbreak, our sustainability team discussed practical ways to identify opportunities for piloting sustainability initiatives using real project examples, develop a shared understanding of program success in sustainability, and build sustainability acumen at any company.



Advancing Construction Decarbonization

At the third annual Advancing Construction Decarbonization conference, our sustainability team presented on the importance of educating employees about the carbon cycle to strengthen conscious action and decision making, developing rapid-deployment training sessions, and creating comprehensive sustainability education programs aligned with corporate goals.

Contractor's Commitment



The Contractor's Commitment to Sustainable Building Practices is a voluntary program that provides a framework for builders to measure and assess sustainability performance across five categories: carbon, waste, wellness, materials, and water. Swinerton's Portland office became a signatory to the Contractor's Commitment in 2024 and completed reporting for this first year.

Reporting in 2024 required the Portland division to compile data on 328,914 square feet of active projects and 38,000 square feet of office space.

We started our work in all five categories this year, working with our peers to increase transparency in the industry and encourage builders nationwide to join us in this journey. Honest and comprehensive disclosures, like those required by the Contractor's Commitment, enable us to realize the market transformation we need for a more sustainable way forward.

2024 Results

Based on project data from Swinerton Builders in Portland, OR

CARBON

The goal of this category is to reduce greenhouse gas emissions from construction activities to corporate operations and to advocate for greenhouse gas reductions by our partners and suppliers.

GOOD

WELLNESS

The goal of this category is to ensure the wellness of a contractor's employees.

REPORTED

WASTE

The goal of this category is to minimize construction and demolition waste and maximize waste diversion.

GOOD

WATER

The goal of this category is to promote responsible use of water.

GOOD

MATERIALS

The goal of this category is to advance the update of healthy and sustainable materials on projects.

REPORTED

Measured on scale from

REPORTED

GOOD

BETTER

BEST

Managing Our Environmental Impacts

Equipment and Fleet

Electric Equipment Pilot

A project team in the Bay Area partnered with Sunbelt Rentals to pilot a new to market electric excavator, a Volvo EC230. The pilot representing a significant step towards evaluating and integrating sustainable alternatives in our operations.

The project was located near an elementary school and a student walking path with stringent noise and exhaust requirements, making a compelling solution and an ideal opportunity to assess the viability of electric equipment.

Throughout the pilot, we collected feedback on both the equipment's performance and the overall user experience. The electric excavator generated enthusiasm among site personnel; users consistently reported a quiet and enjoyable operating experience, praising the intuitive dashboard and in-cab information display. The equipment demonstrated comparable power and maneuverability to its combustion counterparts, with a single charge sustaining a full workday, eliminating productivity losses associated with mid-day charging.

The overwhelmingly positive feedback showed promising potential for transitioning heavy equipment fleets to electric alternatives, paving the way for future adoption.

Hybrid Fleet

Since 2019, we have piloted the use of electric vehicles in our fleet. In 2024, Swinerton added 28 electric vehicles, in numerous climate zones and roles to better understand their capabilities. Swinerton also installed electric charging stations at our remote facilities in Oregon, allowing teams to easily move between manufacturing facilities.



Anti-Idling Policy

We established an anti-idling policy to protect air quality and exposure to vehicle exhaust by reducing non-productive engine idling by employees, business partners, and delivery vehicles of Swinerton and our subsidiaries.

Managing Our Environmental Impacts

Waste Reduction

E-Waste

When refurbishment and repair are not possible, electronics are properly disposed of through our e-waste recycling program. In 2024, 1,442 pounds of e-waste was recycled company wide.

Carpet Recycling Pilot

Our Spokane office piloted a closed-loop recycling program on our own office remodel in 2024. The office tenant improvement project, located within the net-zero energy Scott Morris Center, utilized a Take-Back Program to divert carpet cut waste from landfills by recycling it back into carpet tiles. This initiative resulted in 408 pounds of carpet recycled and proved a successful addition to the range of waste reduction options we can utilize as we establish sustainability specifications for future offices and warehouses.

Timberlab's Waste Innovations

Waste from the mass timber manufacturing and fabrication process poses recycling challenges due to adhesives within the industrial waste products, such as sawdust, shavings, and offcuts. Timberlab has proactively sought creative solutions to keep material out of the landfill.

At Timberlab's fabrication shop, offcut material is donated to local makers and artists, who transform them into functional furniture like benches, shelving, and cabinets while minimizing the material sent to the landfill.

By integrating manufacturing into our operations, Timberlab has significantly expanded its capacity for glulam repair. Previously, even glulam with minor damage was often deemed unusable and discarded. Now, our skilled team performs in-house repairs, extending the lifespan of valuable materials.

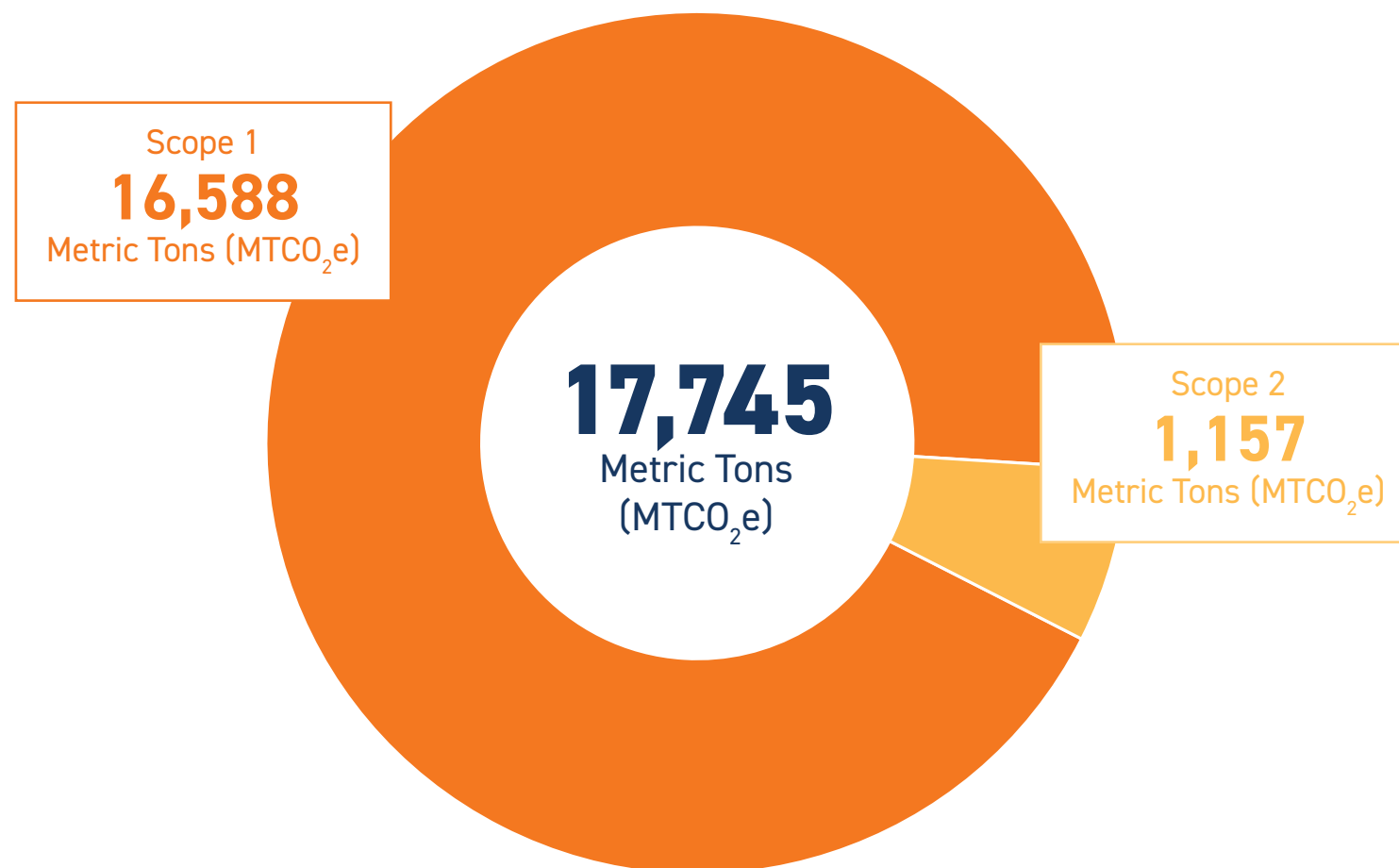
Beyond our internal efforts, Timberlab actively seeks partnerships to maximize our impact. A notable example is our collaboration with Sankofa Lumber, a local business championing the circular economy which allowed material from the PDX airport expansion to find new life. Sankofa collected waste from Timberlab and repurposed it into architectural panels for the terminal's concession stands. This not only reduces landfill waste but also demonstrates our commitment to supporting local businesses and fostering a circular economy.



Managing Our Environmental Impacts

Measuring our Emissions Sources

In 2024, Swinerton took significant steps to measure and understand our greenhouse gas (GHG) emissions, a critical component to environmental stewardship. We tracked a total of 17,745 metric tons of carbon dioxide equivalent (MTCO₂e) across our direct (Scope 1) and indirect (Scope 2) emission sources.



Scope 1 Direct Emissions accounting includes direct fuel purchases for owned and leased fleet vehicles, and does not include invoiced fuel for stationary and mobile jobsite operations.

Scope 2 Indirect Emissions accounting includes electricity and natural gas in corporate facilities. It does not include utilities for jobsite operations or corporate facilities when utilities are not under Swinerton's direct management, and emissions associated with water consumption.

Tracking Efforts in 2024

We recognize that comprehensive and accurate emissions data is fundamental to driving meaningful reductions. In 2024, we made important strides in expanding our reporting capabilities:

- We successfully captured and reported Scope 1 emissions from our mobile combustion sources for the first time this year, providing a more complete picture of our direct impact.
- Demonstrating our commitment through the Contractor's Commitment in Portland, we initiated project-level tracking of specific Scope 1 and 2 emissions. This granular approach will enable us to identify and implement targeted reduction strategies at the project level, informing best practices for future reporting and action.

METHODOLOGY NOTES

- » **Scope 1:** Emissions were calculated based on the total volume of fuel purchased, utilizing emission factors from the EPA's Emission Factor database. Fuel consumption was not mapped to specific vehicles.
- » **Scope 2:** Calculations for electricity consumption are based on data from 24 corporate facilities under Swinerton's direct operational control. These facilities, totaling 585,844 square feet and comprising a mix of manufacturing (66%), corporate offices (19%), and corporate warehouses (15%), had a total energy intensity of 7.30 kWh per square foot. Metric tons of CO₂e were calculated using location-based factors from Energy Star Portfolio Manager. Jobsite electricity consumption is currently not included in this reporting.

LOOKING AHEAD

We will continue to explore opportunities to improve data granularity, expand our tracking to include currently uncaptured sources, and refine our methodologies to provide a more comprehensive understanding of our environmental footprint. We plan to calculate our first full Scope 1 and 2 GHG accounting baseline by the end of 2025, which will include a GHG inventory that accounts for the impacts of jobsite operations. In 2023, we conducted an initial study to collect information on water consumption and waste generation in our corporate facilities. Water and waste consumption were not included in this report as we continue to refine our strategy to include a comprehensive accounting of these impacts. We will continue refining our strategy for water consumption, waste generation, and Scope 3 emissions and report on these impacts in 2025.

Green Building Services

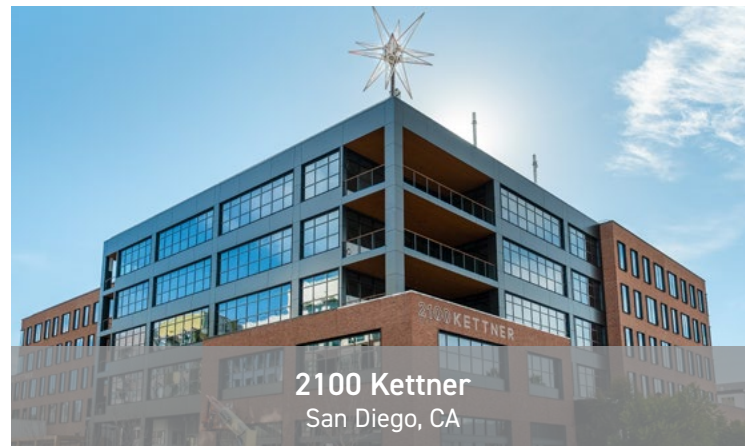
We work with business partners to establish sustainability goals and identify holistic design and material choices that reduce environmental impacts throughout the building's life cycle. Our in-house sustainability experts equip our teams to meet and exceed sustainability standards and specifications. This empowers project teams to collaborate with clients and designers and provide practical, cost-effective solutions for projects to reduce environmental impacts.

Green Building Certifications

We partner with our clients, designers, and project stakeholders to oversee each step of the certification process. Our teams specialize in delivering LEED®, Net Zero Energy, WELL, Living Building Challenge, Net Zero Carbon, and other certifications. We have a long history of supporting a variety of Green Building Certifications, including the projects listed below.



Hauser & Wirth West Hollywood Art Gallery
West Hollywood, CA



2100 Kettner
San Diego, CA



The Circa Building
Denver, CO



Blue Lake Park Operations and Maintenance Facility
Fairview, OR



John Muir Health Behring Pavilion
Walnut Creek, CA



First Tech Federal Credit Union Corporate Office
Hillsboro, OR



Thesis Headquarters
Portland, OR



CSU Sacramento The Well Expansion
Sacramento, CA

Green Building Services

Showcasing Sustainable Project Excellence

At Swinerton, sustainability is not just an aspiration, it's an integral part of how we build. From cutting-edge renewable energy integrations to large-scale mass timber construction, our teams are equipped to deliver projects that minimize environmental impacts and maximize community benefit.

The following project highlights are a few examples of our commitment to pushing the boundaries to sustainable construction.

All-Electric Buildings

In a significant stride towards realizing its Strategic Energy Action Plan, the City of Charlotte joined forces with Swinerton to construct Fire Station #30, one of the first all-electric fire stations in the United States. The 14,000-square-foot facility, targeting LEED® Silver certification, is proving the viability of large-scale electrification in public infrastructure, pushing the boundaries of what's possible in sustainable construction. Solar roof panels provide a substantial portion of the station's energy needs, while a geothermal HVAC system will utilize geothermic wells for efficient air conditioning and heating. The station will feature EV charging stations, supporting the city's EV fleet and electric fire truck.

The integration of diverse renewable energy systems into a single facility requires careful planning and execution. Ensuring the reliability of an all-electric fire station in emergency situations is paramount, demanding robust backup systems and meticulous engineering. By successfully navigating these challenges we are paving the way for a more sustainable and resilient future.



Embodied Carbon Reductions

Swinerton's Austin team completed a 334,000 square foot tenant improvement project for a large tech client with ambitious carbon reduction and embodied carbon tracking for building materials. Through early integration in the design and construction process we successfully implemented a comprehensive Embodied Carbon Action Plan.

During pre-construction we:

- Created embodied carbon targets and a site emissions reduction plan with strategies to reduce equipment fuel emissions.
- Developed low-carbon specifications for material selection using Building Transparency's Embodied Carbon in Construction Calculator (EC3) to evaluate material impacts.
- Provided training and education to project partners to properly track embodied carbon.

A key aspect of this project was the tracking of carbon impacts from material delivery (lifecycle stage A4) and construction activity (lifecycle stage A5). Tracking these lifecycle stages of carbon emissions is not currently widely practiced and offering this service helps our clients develop baselines for future projects and the AEC industry collectively. The new processes developed for this tracking involved enhanced supplier engagement and detailed material and fuel data collection. The data collected on this project will help to inform improvements for future projects by analyzing trends to identify carbon-intensive elements of the construction process.

Green Building Services



Innovation in Sustainable Design

Our Seattle team completed Northlake Commons, a 275,000 square foot lab-ready office building, exemplifying our expertise and leadership in sustainable construction and mass timber.

The innovative use of mass timber for a laboratory and health services building contributes to the building's focus on health for occupants and visitors. The LEED® Platinum project, focused on sustainability through every phase.

The project incorporated advanced green building techniques throughout the building. Landscaping improvements and efficient irrigation systems resulted in over 400,000 gallons of water saved annually—an 81% improvement over traditional buildings. The building optimized energy efficiency, conserving over 438,000 kilowatt-hours of electricity annually—a 27% reduction compared to traditional buildings. A remarkable 96% of waste generated during demolition and construction was recycled.

The exterior landscaping and bioswale contributes to the local ecology and water quality. Designed to handle and filter stormwater runoff, the bioswale cleanses an estimated 2.6 million gallons of water each year before it flows into Lake Union, supporting the Clean Lake Union initiative. These features contribute to the health and sustainability of the entire region.

Sustainable Sourcing

Following the success of our wood sourcing multi-year engagement process on the Portland Airport, a confidential client brought on Swinerton to similarly prioritize wood sourcing for their new campus development in Vancouver, WA. For this project, in partnership with ZGF Architects and Sustainable Northwest, we moved beyond traditional third-party certification programs and developed relationships in order to source materials directly from their source foresters. Working directly with foresters and individual landowners changes the traditional conversation between suppliers and customers, ultimately influencing forestry practices and the supply chain to create more resilient forests. Developing these relationships and demanding transparency is a signal to the market that clients care about sourcing climate smart materials when compared to conventional practices.

We worked with indigenous landowners, small family forests, and nonprofits that practice ecological forestry. Wood was provided by Yakima Nation in Washington, projecting this project to be the largest example of sourcing indigenous wood in North America with more than two million board feet of glulam. The fiber used for the CLT panels is sourced from a mix of suppliers, including two small family farms in Idaho and Montana, which are recognized for their long-standing forestry practices and innovation, including public restoration projects and digital forest tracking.



Our Green Product Offerings



Timberlab offers a host of environmental benefits that go beyond traditional construction, offering a wide array of mass timber services to ensure projects are successful and sustainable at every step. Timberlab reduces embodied carbon throughout every project step by bringing transparency to the material procurement process, maximizing structural efficiency, reducing waste, and optimizing energy use.

Environmental benefits of mass timber include:

- **Significant Carbon Reduction:** Mass timber structures provide a lower carbon option for structural systems when compared to traditional materials, such as concrete and steel.
- **Enhanced Transparency:** Advanced tracking systems allow for complete traceability of timber sourcing, promoting responsible forestry practices and supply chain transparency.
- **Deconstruction at End of Life:** Wood structures offer unique opportunities for disassembly once the building has reached the end of its useful life - a sustainable construction practice known as deconstruction. Deconstruction allows for material reuse, generally through a careful dismantling of the building to maximize the recovery of reusable materials and components, in order to reduce remanufacturing products as much as possible. Mass timber offers unique opportunities compared to other building materials because the finished building's structure is often exposed and has fewer interior finish products or wet-applied coatings, like fireproofing.
- **Off-Site Efficiencies:** A key benefit of mass timber is accelerating the construction process with off-site prefabrication. From beams and columns to floors and roof panels, the off-site nature of these engineered wood products allows components to be delivered as a kit of parts ready to be installed on site.



East Coast Expansion

Timberlab's East Coast facility in Greenville, SC is now operating at its maximum production capability. The facility, equipped with two state-of-the-art CNC machines, is set to produce up to one million square feet of mass timber fabrications annually.

President of Timberlab, Chris Evans, emphasized the facility's role in driving the adoption of sustainable, low-carbon building materials. "Now that we're at full capacity, Timberlab is equipped to exponentially drive the adoption of this environment-forward building platform from coast-to-coast."

Our Green Product Offerings



Swinerton Energy delivers reliable Engineering, Procurement, and Construction (EPC) services to industrial clients across the nation, specializing in projects ranging from clean energy generation to industrial process facilities. Swinerton Energy empowers clients to meet their energy resiliency goals through the adoption of renewable natural gas (RNG) infrastructure that captures harmful greenhouse gases produced from agriculture, landfill, and wastewater facilities and converts it into a natural gas.

Specializing in Renewable Natural Gas Solutions

RNG facilities capture and process natural raw biogas from organic waste, preventing methane from entering the atmosphere. The RNG process not only subverts the need for traditional fossil-fuel based gas but is consistently replenishable and compatible with existing gas infrastructure and equipment, preventing an additional load on our already taxed electrical grid.

Industrial Self-Performance

As the demand for steadfast construction partners rises, Swinerton Energy is prioritizing industrial self-performance in pipefitting, welding, millwright, and boilermaker work.





Our Communities

Swinerton's commitment to the communities we serve goes beyond the projects we construct. We actively support nonprofit partners through skills-based volunteering, event sponsorship, and community-based programs.

Investing in Local Growth

Swinerton prioritizes establishing long-standing relationships with community-based organizations to ensure we are a trusted partner and socially responsible company, contributing to the well-being of the communities where we live and work.

By investing both dollars and volunteer hours into the neighborhoods we serve, we foster safety and prosperity for future generations; and through a combination of quality, sustainable, innovative, and community-minded construction, we are redefining what it means to be a community builder.

As a company, we strategically focus our community impact program to align with our business goals, while offering purpose-filled opportunities for employees to develop skills and network. We have identified four main areas of giving for our philanthropic work. Each area plays a crucial role in what we do and the lasting impact we make in the communities we serve.

Swinerton's Strategic Areas of Giving



Resilient Communities



Construction Education



Construction Workforce Development



Community Support

Click the buttons to navigate to a specific page.

2024 Highlights

\$1.3 M
donated to charitable organizations

\$509,699
in employee donations

2,636 hours
volunteered

254
nonprofit organizations
supported by Swinerton volunteers

\$338,523
contributed to
The Swinerton Foundation

18%
employee volunteer participation

Partnering for Positive Change

Resilient Communities

At Swinerton, we understand that our work transforms landscapes and impacts lives within the communities we serve. Our projects are designed to enhance communities, but we also recognize the social responsibility that accompanies our work. To honor this responsibility, we are committed to actively connecting with and supporting local organizations and community members.

We invest our time and resources in nonprofits, like Rebuilding Together and DignityMoves, which are dedicated to helping communities overcome challenges and build long-term resilience. These partnerships directly support the UN's Sustainable Development Goal 11: Sustainable Cities and Communities.



Community Partners

For over 20 years, Swinerton has been an avid supporter of Rebuilding Together's nationwide efforts to secure affordable homeownership and housing stability for seniors, community members living on fixed incomes, and veterans.

Community Excellence

In recognition of our commitment to safe and healthy housing, Swinerton was recognized as a Partner of Excellence by the Coalition of Home Repair at their Pinnacle Awards reception. Additionally, Swinerton and DignityMoves earned the Association of General Contractors Excellence Award for their collaboration on the Labath Landing project in Rohnert Park, CA.



Rebuilding Together 2024

900+
Hours
Volunteered

111
Swinerton
Employee
Volunteers
On National
Rebuild Day

10
Affiliates
Supported

6
Board
Positions
Filled by Swinerton
Employees on Local
Affiliate Boards



Community Builders

We teamed up at the Dignity Village construction site to assemble one of 42 new 'tiny homes' being added to the interim supportive housing community. Dignity Village will provide individuals experiencing homelessness with a safe, private space and access to wraparound supportive services, like mental health support and financial coaching. This innovative community will help residents stabilize and take their first steps toward permanent housing.

Partnering for Positive Change

Construction Education

We empower students to pursue careers in the trades through our partnerships with a variety of education organizations. Throughout the year, our employee-owners actively engage with local schools and participate in career fairs and events, providing industry guidance and mentorship.

In 2024, we supported 13 SkillsUSA schools, providing hands-on learning experience and career development opportunities. Swinerton volunteers dedicated more than 500 hours assisting with state, regional, and national competitions, delivering engaging classroom presentations, and organizing immersive field trips to local jobsites.

These efforts directly support the UN's Sustainable Development Goal 4: Quality Education.



Transportation and Construction GIRL

In Denver, we partnered with Transportation and Construction GIRL, inviting high school and college women pursuing industry careers to experience a day in the life of construction. The program included a jobsite tour and hands-on experiences in carpentry and concrete.



Fortitude Careers

In Northern California, we partnered with Fortitude Careers for the Summer Build Project. The initiative provided students hands-on experience, exposing them to the various disciplines that make up a successful project.



Construction Industry Education Foundation (CIEF)

Swinerton supports CIEF's career fairs and design-build competitions in Oregon and California. Swinerton employee-owners are represented on CIEF's national Board of Directors and the Board of Directors in Portland.



ACE Mentor

We participated in ACE Mentor Los Angeles's All Schools Day, bringing together high school students and professionals in architecture, engineering, and construction for a day of learning and hands-on building.

Partnering for Positive Change

Construction Workforce Development

We support a network of nonprofits committed to workforce development to build a diverse and skilled workforce, propelled by opportunity, mentorship, and education.

Swinerton also supports workforce development programs through pre-apprenticeship initiatives within our local communities, creating diverse pathways for individuals to enter and excel in the construction trades.

Our focus on local workforce development supports the UN's SDG 8: Decent Work and Economic Growth.



Cypress Mandela Training Center

In 2024, The Swinerton Foundation awarded \$24,000 to 12 graduates of the Cypress Mandela Training Center in Oakland, CA. Three of the scholarship recipients accepted employment with Swinerton Builders—two apprentices and one intern safety engineer.

SkillsUSA

Since we began our partnership with SkillsUSA, our involvement has grown from one sponsored school and 15 volunteers, to 13 schools across eight states with more than 50 volunteers. In 2024, three SkillsUSA graduates were hired by Swinerton from Independence High School in North Carolina.



Mission Hiring Hall (MHH)

For more than 20 years, Swinerton has partnered with MHH, an organization that provides San Francisco residents hands-on construction training programs. Swinerton offers internships and full-time positions to graduates. Swinerton's Director of Community Relations for Northern California has taught a construction industry session preparing individuals for construction careers for 11 years.

Partnering for Positive Change

Community Support

We believe in building lasting relationships with our community partners, grounded in fairness, commitment, and sincerity. We are dedicated to supporting local nonprofits that address the unique needs of each market we serve.

In 2024, a company-wide giving campaign rallied employees to support Hurricane Helene relief efforts, raising over \$8,000 for organizations like the American Red Cross and the Humane Society of the United States.



Little Bit Therapeutic Riding Center

For the past 11 years, we have supported Little Bit Therapeutic Riding Center, an adaptive riding facility for children and adults with disabilities. In 2024, volunteers in Seattle built an interactive trail - a key project from the organization's wish list.



Roc Solid Foundation

In North Carolina, volunteers worked with Roc Solid, an organization that builds playsets for children with cancer. As builders, our employees bring the tools and knowledge needed for skills-based volunteering, helping complete projects efficiently and cost-effectively.

Parents of Watts

Swinerton volunteers supported the Parents of Watts organization helping to build 300+ bikes for children in Los Angeles. During the holiday season, the bikes were presented to 10 local schools.



LEAP Arts in Education

We support Leap Arts in Education, a nonprofit that supports arts education for Bay Area students. Each year, Swinerton participates in a sandcastle competition with teams of architects, engineers, contractors, designers, and local elementary school students.

Swinerton Cares

Through volunteerism and charitable giving, Swinerton Cares fosters a culture of social responsibility and empowers employees to make a positive impact in their communities.

Dollars for Doers

Swinerton incentivizes volunteerism by offering "Dollars for Doers". For every hour of volunteer service, Swinerton contributes \$25 to the employee's chosen charity. In 2024, employees contributed 12,636 hours of service to 254 nonprofit organizations.

Gift Matching

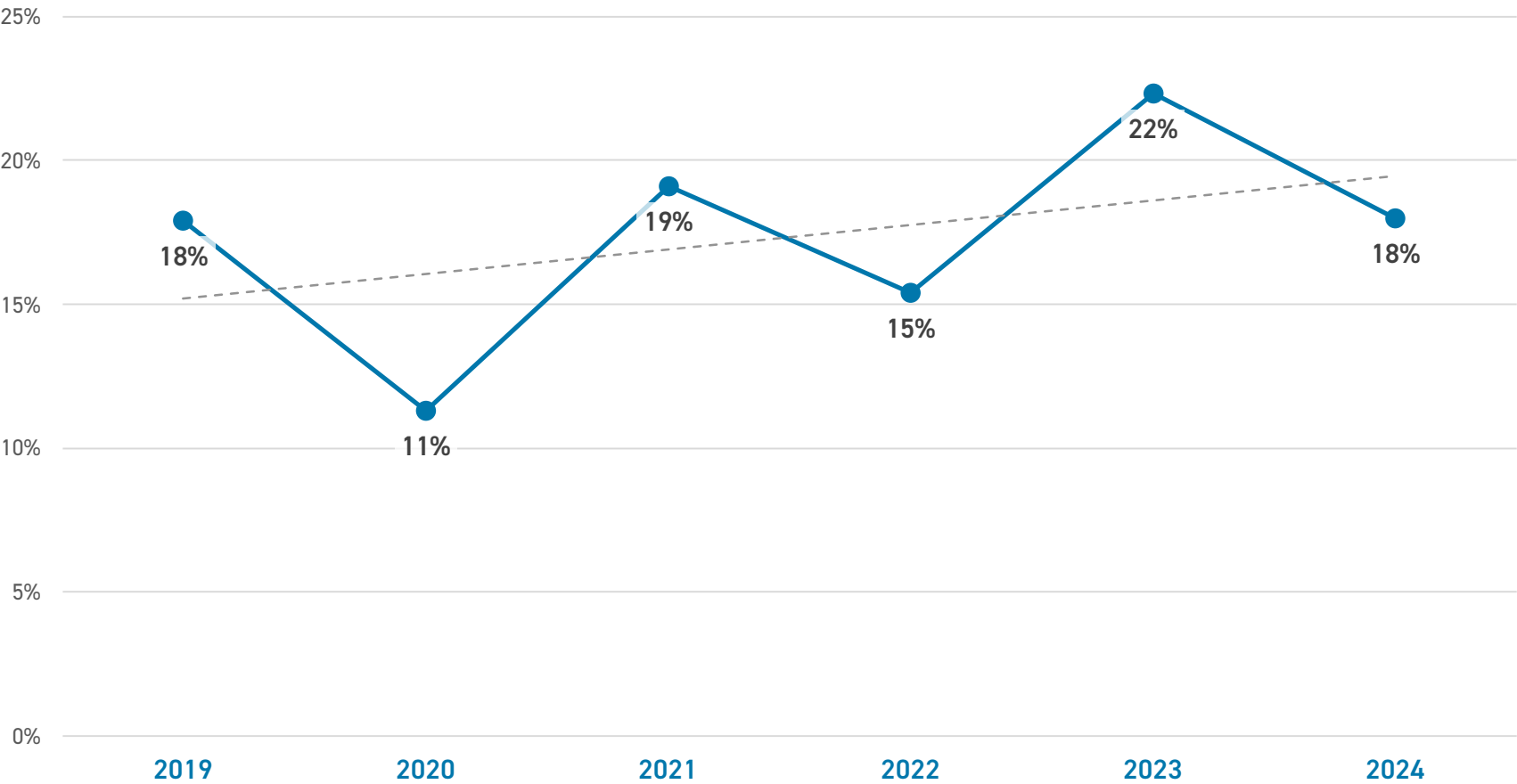
Through the Swinerton Cares program, employees are able to double their impact by having their charitable gifts matched by Swinerton. In 2024, Swinerton matched \$142,000 in employee gifts to nonprofit organizations.



Swintern Day of Service

Swintern Day of Service, an annual tradition in Southern California and Hawaii, exemplifies our commitment to recognizing and responsibly managing our community impact. In 2024, 68 interns volunteered more than 350 hours for local nonprofits.

Volunteering Rate for All Employees



Fall Giving Challenge

Each year, Swinerton hosts a Fall Giving Challenge where teams across the nation rally together for four weeks to support local nonprofits in their communities. Swinerton awards teams with the highest volunteer participation a donation to give to a local nonprofit of their choice. With a wide range of volunteer events, Swinerton employees showcased creativity and passion by finding unique ways to give back.



Fall Giving 2024

\$211,000+
raised for local charities

3,500
volunteer hours

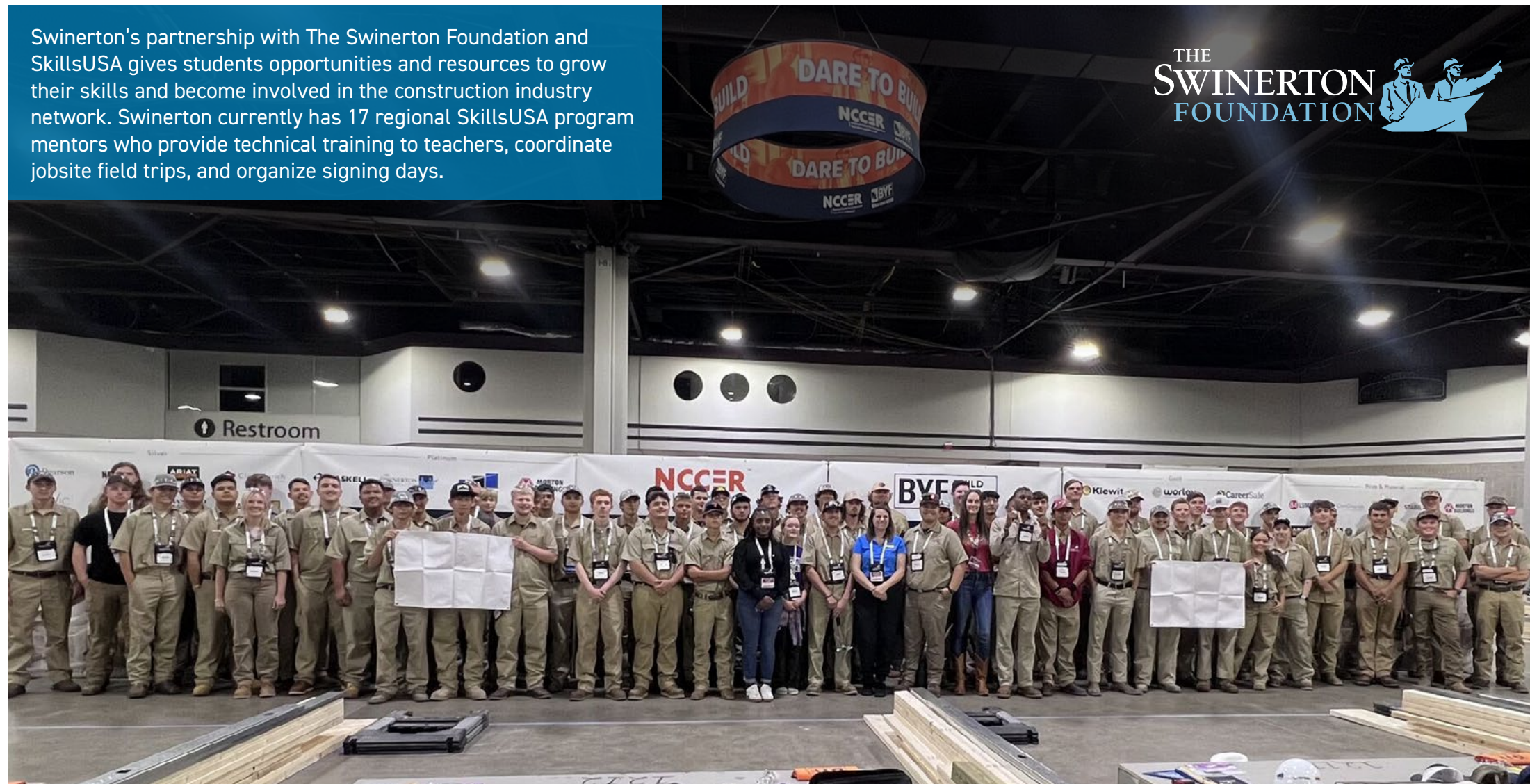
1,000+
volunteers

67
local charities supported

The Swinerton Foundation

The Swinerton Foundation is a public charity focused on construction education and workforce development. Through targeted programs that raise awareness of the industry and teach workforce skills to students, the Foundation helps individuals achieve greater opportunities to thrive. Swinerton is a key contributor to the Foundation and valued business partner, offering career opportunities to graduates of Foundation-sponsored programs and encouraging employees to volunteer for Foundation activities and events. In 2024, Swinerton donated \$338,523 to The Swinerton Foundation.

Swinerton's partnership with The Swinerton Foundation and SkillsUSA gives students opportunities and resources to grow their skills and become involved in the construction industry network. Swinerton currently has 17 regional SkillsUSA program mentors who provide technical training to teachers, coordinate jobsite field trips, and organize signing days.



The Swinerton Foundation joined Discovery Education's STEM Careers Coalition (SCC) in 2024, teaming with like-minded companies and nonprofits committed to educating students and teachers about meaningful career opportunities in STEM.

The Foundation's first [Curiosity Circle Career Profile](#) featured Kat Ngo, a Swinerton Builders carpenter, whose journey from high school student to journeyman paints a clear path for careers in the STEM industry. Kat's video is featured on the SCC website, an open-access site for students and educators around the world. Since launch, the video has reached more than 3,700 students.



Our Partners

Swinerton's Community Outreach is designed to empower local workers and certified diverse businesses by providing them with the necessary tools, knowledge, and access to thrive on our projects, ultimately strengthening our partnerships and the communities we serve.

Community Outreach

A Longstanding Commitment to Inclusion

For over 30 years, Swinerton has demonstrated our pledge to diversify our partnerships, with outreach programs to local workforce organizations and Certified Business Enterprises (CBE). We create authentic partnerships and promote sustainable economies by helping our partners grow and succeed on our projects.

Engaging Diverse Businesses

The success of our projects is connected to the success of our communities. Our procurement process is designed to create equal opportunities for a diverse range of trade partners. We communicate these opportunities widely and provide support to help our partners succeed in their collaborations with us.

Our framework for supporting small, local, and diverse businesses involves ongoing community involvement, supporting and mentoring businesses, providing resources for success across the process, and a commitment to inclusion.

Broadening Our Effectiveness

In 2024, we launched a Trade Partner Outreach Task Force, comprised of community relations, operations, and preconstruction experts. The task force is working to create effective tactics to build a strong and diverse network of trade partner allies, successfully meet trade partner utilization requirements of our clients, and support the development of trade partners' capabilities and capacities on our projects.

The task force is developing a guidance manual for project teams and operations. The manual will focus on how to increase engagement with trade partners and support the aims of national associations working to advance the efforts of building capacity among small, local, and diverse businesses in all communities.

PROJECT HIGHLIGHT

Weingart Tower

Swinerton, in collaboration with Emmerson Construction, completed the 19-story Weingart Tower, the largest permanent supportive housing project in Los Angeles' history and one of the largest on the West Coast. This 228,000 square foot development stands as a new beacon for the city's residents who are living on low incomes or unhoused.

A significant achievement was the project's commitment to supplier diversity. Over 30% of the workforce was local, and greater than 10% were disadvantaged transitional workers. By working with local leaders and unions, the project team exceeded its workforce goals.

Beyond housing, the Weingart Tower is a comprehensive support system for residents, who have access to a suite of services designed to aid their recovery and integration. Job training programs, counseling services, designated classrooms and administrative offices aim to address various needs.

The tower, designed by Axis Architecture, prioritizes sustainability, targeting Green Point Gold standards with a focus on energy efficiency, indoor air quality, and water and resource conservation.

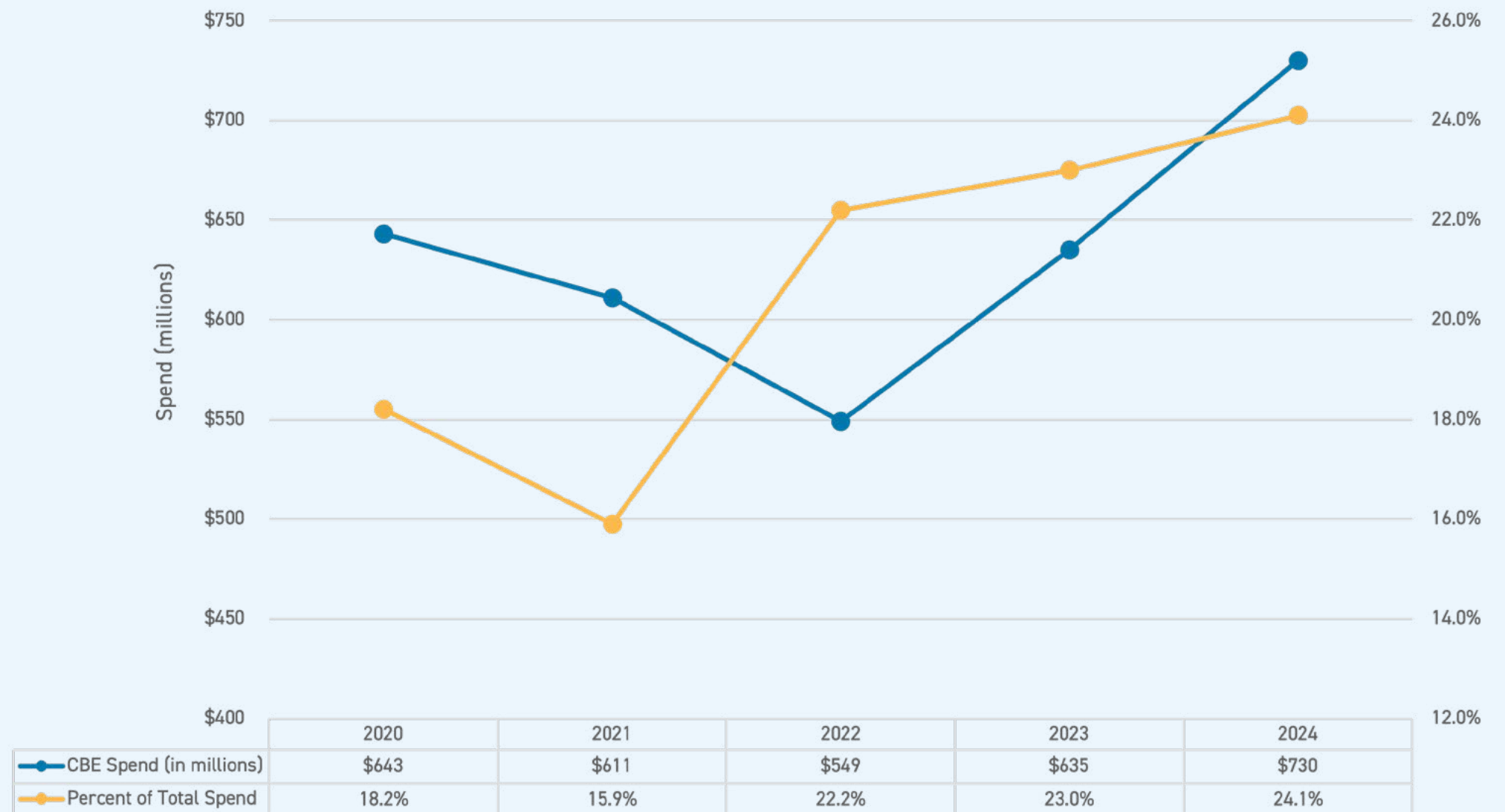


Certified Business Enterprise Spend

Swinerton is proud to establish a higher standard of excellence in the construction industry with outreach programs to local workers and certified business enterprises. Swinerton is also proud to partner with local workforce organizations to provide opportunities to support the communities in which we build.

In 2024, Swinerton awarded **\$730 million** to small, local, and diverse trade partners, for a **total spend of 24%** of subcontracting and supplier volume companywide. Over the past five years, we have awarded over **\$3 billion** in subcontracting dollars to small, local, and diverse businesses.

Certified Business Enterprise Spending 2020-2024



National Partners

As a corporate partner, Swinerton partners with national associations whose work focuses on supporting the development and growth of small, local and diverse businesses and trade partners.



Members of Swinerton's Community Relations team at the National NAMC Conference in Atlanta, GA.



National Association of Minority Contractors (NAMC) provides members with access to opportunities, advocacy, and contractor development training. Swinerton has been a national corporate member of NAMC for more than 25 years and supports local chapters in Southern California, Northern California, Oregon, Dallas, and Atlanta.

In 2024, Swinerton hosted an estimating training session for NAMC members in Portland and Swinerton's Director of Community Relations, Mick Penn, received the NorCal Chapter Diversity Advocate Award.



BuildOUT California is dedicated to the sustainable growth of LGBTQ-owned businesses and allies in the AEC industry. In 2024, Swinerton sponsored and exhibited at the organization's annual Founders Day event and Swinerton's PRIDE BRG joined BuildOUT to walk in San Francisco's Pride Parade.



Disability:IN empowers businesses to achieve disability inclusion and equality. Swinerton is a national member and engages with Disability:IN as the leading third-party certifier of disability-owned businesses.



National LGBT Chamber of Commerce (NGLCC) is dedicated to expanding economic opportunities and advancements for LGBTQ people. Swinerton has been a national member of NGLCC since 2021. In 2024, we attended the Transgender and Gender Expansive and Allies B2B & B2C Matchmaker event.



National Veteran Business Development Council (NVBDC) is the certification body for Veteran Owned Business Certification. As an "Always Faithful" national member of NVBDC since 2021, we have sponsored employee veterans to attend their national conference.

National Partners



The **National Minority Supplier Development Council (NMSDC)** ensures equitable access for certified Minority Business Enterprises, links them to new opportunities through a network of corporate members, and offers education, access to capital, and technical assistance. Swinerton supports NMSDC through national membership and participation at their national conference.



Veterans in Business (VIB) Network's mission is to invest in education, create economic growth, and provide resources and advocacy to veteran-owned businesses. Swinerton is a national member and proud sponsor of VIB's annual national conference.



Women's Business Enterprise National Council (WBENC) is an advocate for women and small business entrepreneurs. Swinerton has been a national member of WBENC since 2020 and supports local chapters throughout the country.

Outreach Events

Swinerton hosts and participates in a variety of events that underscore our commitment to building a more inclusive and equitable construction industry. By bringing together key stakeholders, we create platforms for meaningful dialogue and partnerships.

WRMSDC Construction Day

The Western Regional Minority Supplier Development Council's (WRMSDC) Construction Day aimed to connect small and diverse suppliers with industry leaders from Fortune 500 companies in utilities, infrastructure, and construction sectors, fostering an inclusive and resilient network to address challenges and drive innovation. Swinerton played a significant role in this event, with Swinerton employees serving on the Board of Directors for the organization.



Affordable Housing Supplier Diversity Summit

Swinerton was a lead sponsor of the inaugural Affordable Housing Supplier Diversity Summit. This event brought together over 350 industry leaders to discuss strategies to increase diversity within the affordable housing industry. The summit fostered collaboration and best practices around Assembly Bill 2873, which promotes supplier diversity in the affordable housing industry.

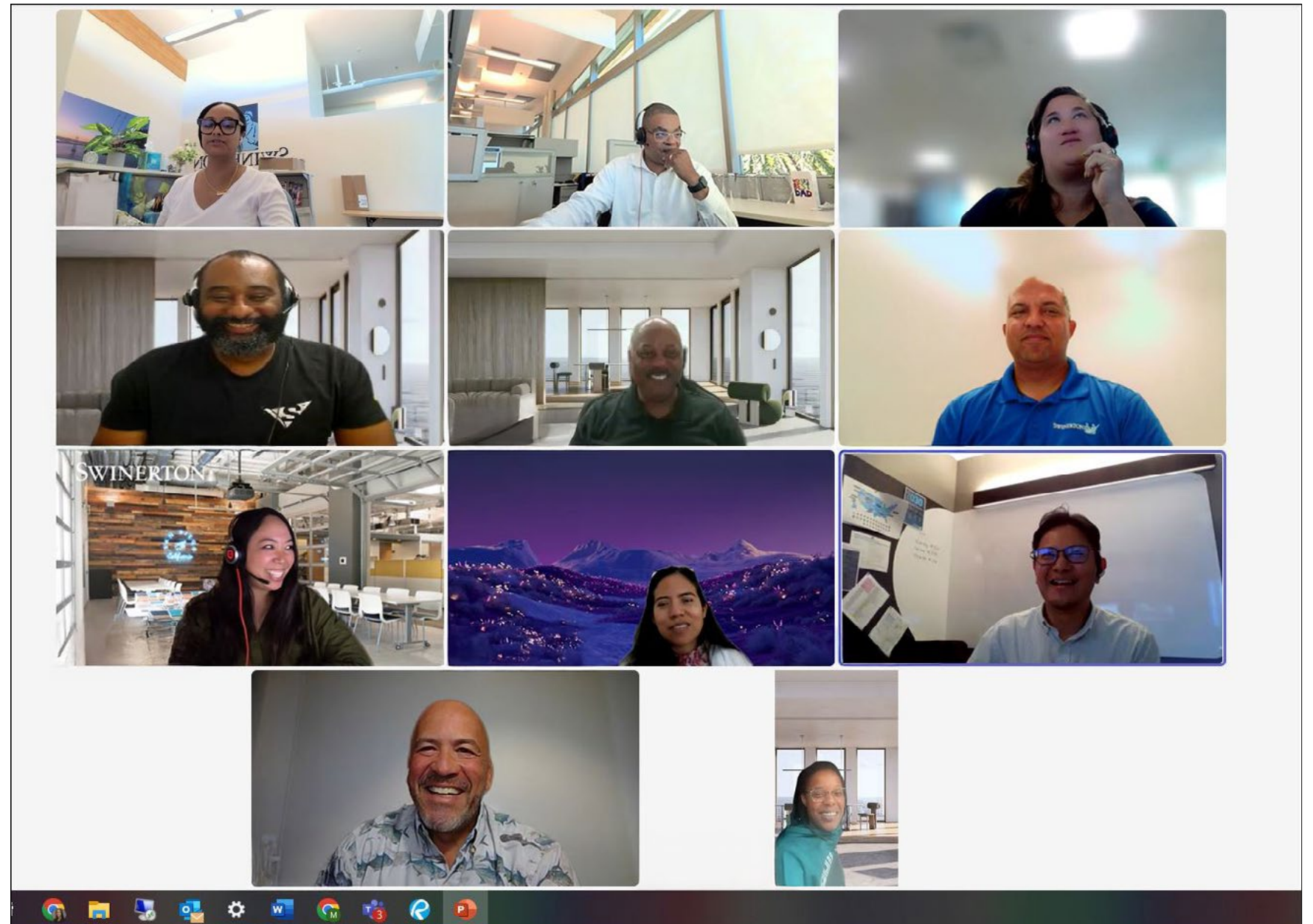


Business Partner Development

Swinerton continues to drive meaningful change in the industry through the Prep for Success program. The program provides the essential knowledge, tools, and support needed to compete for and successfully deliver projects with Swinerton.

Since its launch, the Prep for Success program has helped 36 small, local, and diverse businesses strengthen their capabilities and expand their opportunities.

In 2024, the program grew with the inclusion of two Oregon-based firms. Swinerton remains dedicated to expanding this initiative, creating more opportunities for underrepresented businesses to thrive.



Project Highlights



Kaiser Permanente Watts Learning and Health Pavilion and Parking Structure

In Los Angeles, Swinerton delivered the Kaiser Permanente Watts Medical Offices and Watts Counseling and Learning Center, a learning and health center targeting LEED® Silver certification.

Community engagement was a core priority over the course of the project. The team participated in more than 30 local events, including the Thanksgiving Turkey Giveaway and Food Drive, Watts Winter Wonderland, Parents of Watts Bike Giveaways, and Grace Hopper STEM Academy Construction Club sessions.

Swinerton organized several subcontractor outreach events to involve small businesses on the project and multiple events to promote job opportunities for the local community, including events for The Young Black Contractors Association and the Housing Authority of the City of Los Angeles Workforce Center. These efforts resulted in achieving 40% small business participation. The client measured the team's performance using a monthly scorecard, and the team consistently surpassed expectations.

Sunnydale Community Center

In San Francisco's historically underserved Sunnydale neighborhood, Swinerton and Timberlab completed a mass timber community center project, pending LEED® certification. This project exceeded small business enterprise participation goals, achieving 26% participation, with a significant number of "hyper-local" contractors, directly benefiting the community. The project also prioritized local hiring through the Sunnydale Resident Hiring Program, providing career opportunities for over 20 Sunnydale residents.



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INTRODUCTION

OUR RESPONSIBILITY

OUR PEOPLE

OUR ENVIRONMENT

OUR COMMUNITIES

OUR PARTNERS

SWINERTON

Appendix



GRI Index

Appendix A: Global Reporting Initiative (GRI) Index: Disclosure Topics & Accounting Metrics

Statement of use	Swinerton has reported in accordance with the GRI Standards for the period from January 1 to December 31, 2024.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021		
	2-1 Organizational details	Pages 6–7
	2-2 Entities included in the organization's sustainability reporting	Page 2
	2-3 Reporting period, frequency and contact point	Page 2
	2-6 Activities, value chain and other business relationships	Page 5-7, 10-11
	2-7 Employees	Pages 20, 25
	2-9 Governance structure and composition	Page 13
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 13
	2-13 Delegation of responsibility for managing impacts	Page 13
	2-14 Role of the highest governance body in sustainability reporting	Page 2
	2-16 Communication of critical concerns	Page 21
	2-22 Statement on sustainable development strategy	Pages 5, 14
	2-23 Policy commitments	Pages 13–14, 29, 42
	2-25 Processes to remediate negative impacts	Page 21, 28
	2-26 Mechanisms for seeking advice and raising concerns	Page 21, 28
	2-28 Membership associations	Pages 17, 37, 62-63
	2-29 Approach to stakeholder engagement	Page 13
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 13
	3-2 List of material topics	Page 13
	3-3 Management of material topics	Throughout report
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 10, 61
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 16, 52
	203-2 Significant indirect economic impacts	Pages 16, 51-58
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Pages 61
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 44
	302-3 Energy intensity	Page 44
GRI 303: Water and Effluents 2018	303-5 Water consumption	Page 44
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 44
	305-2 Energy indirect (Scope 2) GHG emissions	Page 44
	305-5 Reduction of GHG emissions	Page 44

GRI Index

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GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Pages 43
	306-3 Waste generated	Pages 43–44
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 20, 25
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pages 26–27
	403-2 Hazard identification, risk assessment, and incident investigation	Page 26
	403-3 Occupational health services	Page 28
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 27-28
	403-5 Worker training on occupational health and safety	Page 26
	403-6 Promotion of worker health	Page 27-28
	403-9 Work-related injuries	Page 26
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 22–24
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 29–34
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 16, 51–58, 60-61, 64-66
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 13
Sustainable Design	Providing expertise at each phase of the design and build process to reduce impacts on the environment and ensure high levels of building performance. Identifying and developing metrics that can quantify and communicate sustainable design decisions against baseline practices. Providing information to customers, suppliers and employees to guide decision making at all points of the project.	Pages 13, 18, 38, 45-47-49
Materials	Understanding and addressing how efficiently and effectively raw material inputs, natural resources, and building materials are utilized. Emphasizing practices optimizing the use of natural resources and utilization of materials that are highly durable, reusable, have high recycled content and/or are recyclable.	Pages 13, 38, 41, 47-48

SWINERTON



2024 Sustainability Report

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We Welcome Your Feedback

Swinerton is proud of our 2024 corporate responsibility efforts. We work hard to integrate socially responsible practices into our business. We aim for the highest standards of corporate governance and environmental stewardship, focus on employee health and safety, and seek to improve local economic and social development. Please reach out to corporateresponsibility@swinerton.com to ask questions and/or to provide input to our company.