

Our Inclusion Commitment

A Skanska USA
Building progress
report | 2025



SKANSKA

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Our **people**
shape our culture



Our **culture**
drives inclusion



Our inclusion
positively
impacts **society**

Our Commitment

We are committed to an inclusive culture where every person is respected, valued and empowered to thrive. At Skanska USA Building (Skanska), inclusion is intentional. It is the foundation of how we innovate, collaborate and create meaningful impact.

Our people bring together a wide range of perspectives that spark ideas, strengthen performance and power solutions to better serve our teams, customers and communities. The work we deliver contributes to the world around us, and our business must do the same by leading with inclusion, advancing innovation and leaving a positive impact that extends far beyond our projects.

It's how we build for a better society.

The following information in this report is in relation to Skanska USA Building, which is referred to as "Skanska USA Building", "USA Building" and "Skanska" throughout this document. Select activities may also reflect collaboration across our U.S. business units.



Our Inclusion Commitment

A Skanska USA Building progress report

I am incredibly proud of the brilliant minds driving Skanska forward every single day. We intentionally continue building a community where everyone can truly belong, fueled directly by unique perspectives, creativity, and a profound commitment to what we do. By truly listening to and valuing our team, we unlock an unstoppable momentum of breakthrough innovation. Together, our shared creativity can have a lasting impact—one that lifts us all higher, transforms our industry, and shapes a brighter future.

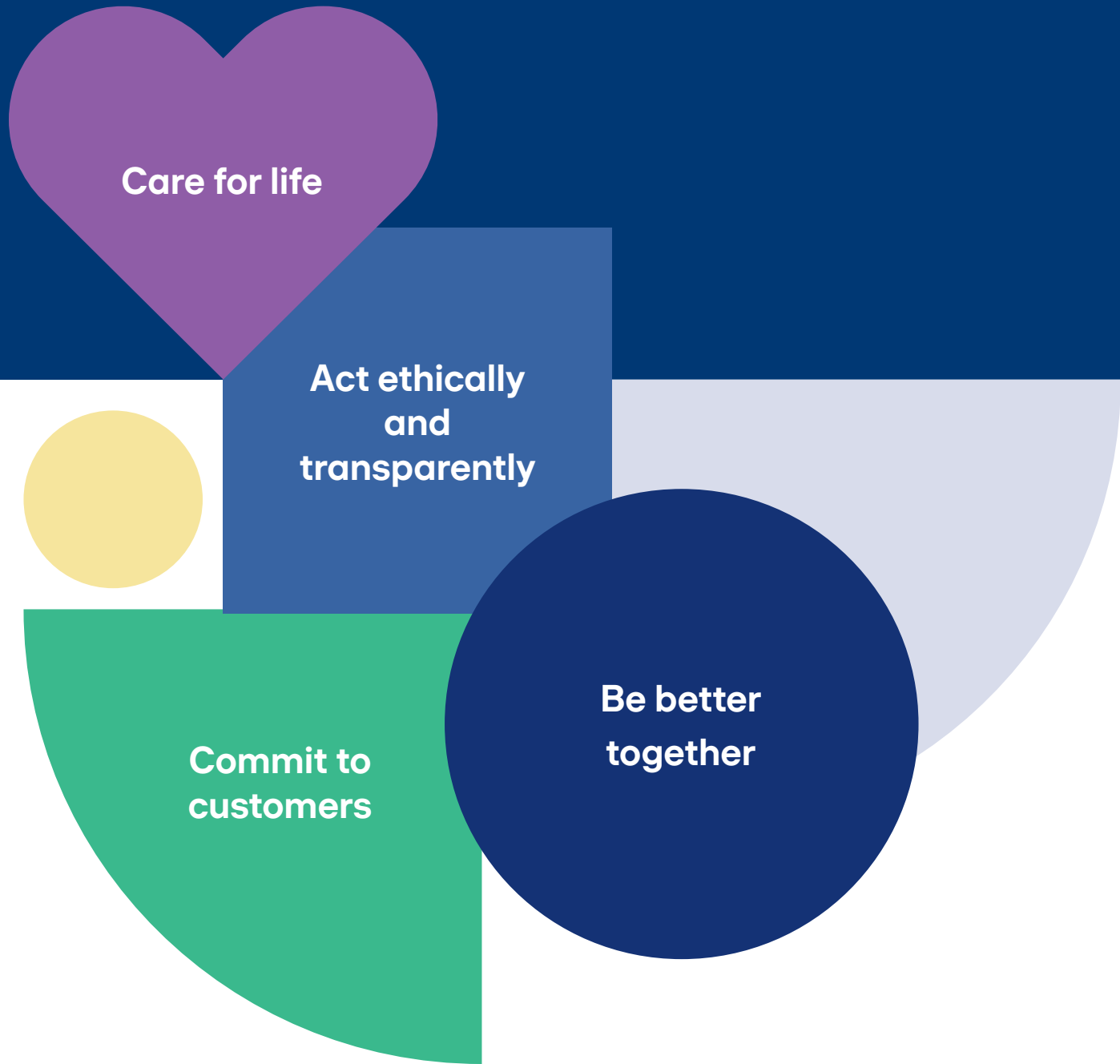
Dina L. Clark,
Senior Vice President,
Inclusion & Engagement
Skanska USA Building

At Skanska, we are a team of teams led by inclusive leaders who drive high performance by enabling team members to contribute, collaborate, and innovate. We deliver exceptional results for our customers while positively impacting the communities where we live and work. Our Inclusion Commitment highlights how we are leveraging inclusion to fulfill our company purpose to build for a better society.

Clay Haden,
Business Unit President, CEO
Skanska USA Building



Skanska values



Inclusion highlights of the year

 **296**
Inclusion And Diversity council members across U.S.

 **12**
Inclusive toolkits created

 **\$3.2M**
in total financial contributions to our communities

 **7**
National industry partnerships established or expanded

 **4**
External speaking engagements to community and industry members

 **67**
Construction Management Building Blocks (CMBB) graduates



People

Our people are the foundation of everything we build, and their talents and voices open doors to new possibilities.

We're focused on helping every person feel seen, supported and equipped to reach their highest potential. By investing in how we attract, develop and retain our people, we create more opportunities for individuals to grow and lead.

Our Employees' Perspectives

89%

Employees who have good opportunities for learning and development*

92%

Employees who feel their job gives opportunities for challenging and interesting work*

90%

Employees who feel like everyone is treated fairly regardless of background or personal characteristics*

89%

Employees who feel motivated to do the best job they can*

*From annual employee survey, see Culture section for more information

Committed to Building an Inclusive Workforce

Our impact extends beyond the projects we deliver—it is driven by a diverse, multigenerational workforce spanning five generations, whose varied perspectives strengthen innovation and collaboration. We are committed to attracting, recruiting, and developing talent from broad and inclusive pipelines, and to retaining that talent through a culture grounded in Skanska's values where individuals feel respected and empowered.

Generation Z: Born 1997 – 2012



Millennials: Born 1981 – 1996



Generation X: Born 1965 – 1980



Baby Boomers: Born 1946 – 1964



Silent: Born 1928 – 1945



Attracting Top Talent Through National Conference Engagement

Skanska strengthened our commitment to building a future ready workforce by showing up with purpose at regional and national conferences across the U.S., including:

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

Colleagues from across our national business came together to represent the strength of Skanska.

At NSBE, SHPE and oSTEM, our career fair booths were powered by members of our Inclusion & Diversity (I&D) Councils, whose enthusiasm and authenticity made our presence stand out. Students engaged directly with employees who shared real experiences, career pathways and insights about life at Skanska.

L-R: Tom Park, Matthew Caswell, Leslie Kalucki, Sofia Monfiglio, Ahmad Smith, Tim Vines, Gwen Garcia, Kelly Daige



These interactions helped students envision themselves at our company and realize the broad range of opportunities available to them.

In partnership with Granite Construction, Ayesha Adams, National Director of Culture and Engagement, moderated a dynamic session at SWE titled “Leveraging Influence at Every Career Stage.” The panel featured Skanska’s Sofia Monfiglio along with Granite’s Aby Combs and Emma Lenarz, who shared personal stories and practical strategies for leading without formal authority. This theme is deeply relevant to early-career professionals. The session offered honest reflections on building credibility, leading through relationships and navigating environments where individuals may be one of few, or the only one, in the room.

Our national conference participation was a coordinated, people-centered investment in the future of our company and our industry. By meeting thousands of students and listening to their goals we continue to broaden our reach and strengthen our talent pipeline with individuals whose perspectives, passion and potential will help us build for a better society.

PROFESSIONAL DEVELOPMENT SPOTLIGHT

Leading by Example

Skanska’s hands-on development program, Leading by Example, is suited to early career and emerging managers, and it strengthens core leadership capabilities like delegating responsibility, motivating others and understanding one’s personal leadership style.

Throughout the experience, participants are challenged to build greater self awareness and apply new problem solving and communication concepts in exercises, workshops and real time scenarios. By the end of the program, they have clearer insight into their leadership strengths and development needs, along with the key steps required to continue growing into senior leaders at Skanska.



The program helped me better understand my leadership style and gave me practical tools to communicate effectively, empower others, and lead with greater confidence.

**Chelsea Moore,
Project Manager**

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“

I am grateful to have been a part of the Leading by Example program. It came at the perfect time in my career. The focus on delegation, communicating effectively and conflict management helped me grow in ways I didn’t expect. It pushed me to better understand myself as a leader and equipped me with the tools to continue developing into the manager I aspire to be.

Jordan Johnson, Assistant Project Manager



Building Our Future Workforce Through National Outreach

Each year, the Society of Hispanic Professional Engineers (SHPE) National Convention gathers emerging STEM leaders from across the country. Last year in Philadelphia, we elevated the experience for potential recruits with new and engaging opportunities.

The recruiting event held during the convention was an opportunity to connect students to our people, projects and purpose and strengthen our future workforce. Matthew Caswell, employer branding and college recruiting specialist, led this effort with partnership from our Philadelphia, PA team and Inclusion & Diversity Council members from across the U.S. Together, they created a coordinated presence that reflected who we are as a company: a team committed to opening doors, widening access to careers in construction and creating meaningful connections with future industry leaders.

Representatives from both Skanska’s Civil and Building operations joined, with Project Executive Paul Guelich and Project Engineer Urias Soto hosting a dynamic leadership workshop where they shared personal career insights and facilitated an interactive discussion that inspired attendees to envision themselves in the industry.

Our team also offered immersive experiences—transporting top students to the Commodore Barry Bridge for an exclusive jobsite tour and hosting a “Day in the Life” presentation where students engaged directly with project engineers, operations teams and senior leaders. The sessions were open, candid and highly interactive, giving students a real look at how projects come to life and the various career paths available at Skanska.

To deepen connections, we concluded the day with a networking mixer, giving students space to build relationships, ask questions and explore what a future at Skanska can look like.

Perhaps the most impactful moment came on the career fair floor, where students had the opportunity to speak directly with top Skanska leaders Richard Kennedy, CEO of Skanska USA; Clay Haden, CEO of Skanska USA Building; and Lena Ulvi, head of USA HR shared services. **Their presence signaled what makes our talent attraction efforts different: at Skanska, leadership shows up, listens and engages with our people.**

Over the years we’ve strengthened our relationships with these organizations through sincere and consistent engagement at all levels. Our organizational commitment is special. It gets noticed.

Matthew Caswell
Employer Branding and
College Recruiting Specialist



Team members across business units building relationships and opening doors to future careers at Skanska.

By connecting students to our people, our projects and our purpose, we strengthen our future workforce. We’re working to ensure that every young leader we meet views Skanska as a place where they can grow, contribute and belong.



Local students and Skanska teams at the Commodore Barry Bridge project spanning PA to NJ.

Full Circle: A Boomerang Journey Back to Skanska

Returning to Skanska was more than a career move for John Giancaspro, it was the realization that this is where he truly belongs. After nearly nine years with the company, John briefly stepped away in early 2021 to explore an opportunity in emergency management consulting. But within less than 90 days, he knew something was missing. The work, while important, lacked the energy, collaboration, and day-to-day variety he had come to value. “The grass isn’t always greener,” he reflected. “I missed the culture, the interaction and the dynamic nature of the work.”

A pivotal moment came when he reached out to former colleagues to discuss the possibility of coming back. What followed was an open, honest conversation about expectations—both his and the company’s. “The fact that they took the time to have that conversation and really listen made me realize I wanted to be back,” he said.

Today, as Vice President of EHS for building operations across the east coast, John credits his return to our culture, leadership and commitment to employee growth. Since returning, he’s found renewed focus and support in his role.

With clear opportunities for growth and an open door leadership approach, John has shaped his career in a way that aligns with his goals. Reflecting on his experience, John realized that stepping away taught him the importance of speaking up when you want more opportunity.

For those considering a career at Skanska, or even a return, John’s message is simple: this is a place where people are heard, supported and given the opportunity to grow. And sometimes, stepping away only reinforces where you truly belong.

“

You don’t have to have all the answers or carry everything on your own. If you need support or want to grow, you just have to ask.

John Giancaspro
Vice President of EHS



How AGC Helped Shape a Preconstruction Leader’s Career

As a preconstruction manager on Skanska’s Philadelphia team, Steven Gobac-Semple guides projects from early design through procurement by developing estimates, coordinating with subcontractors and building relationships with our customers. One of the most influential forces in his professional growth has come from outside the office: his involvement with the Associated General Contractors of America (AGC).

Steven first joined the General Building Contractors Association (GBCA), AGC’s Philadelphia chapter, through its Construction Leadership Council. The young professionals group quickly became a foundation for his early career, offering networking, leadership opportunities and a community of peers. His engagement eventually led him to the national AGC Construction Leadership Committee, where he now focuses on supporting student chapters and helping university students transition into construction.

For Steven, AGC is meaningful both personally and professionally. It’s connected him with ambitious peers across the country and reminded him of the broader ecosystem behind every project. “Sometimes you’re so deep in a project that you forget how many people are involved,” he said. “Building relationships is a huge part of how projects actually get built.”

He also values the chance to learn from companies of all sizes. While Skanska offers extensive resources, Steven says smaller firms often bring fresh perspectives and efficiencies that he brings back to his own team.

At AGC’s recent national convention, attended by more than 2,000 industry professionals, Steven saw firsthand how the organization creates space for meaningful exchange, from discussions on AI in preconstruction to shared challenges across markets. “You realize everyone is going through the same struggles and celebrating the same wins,” he said.

For him, AGC remains a catalyst for learning and connection. “I’ve grown a lot at Skanska, but AGC helps me understand what’s happening across the industry,” he said. “It’s been really great for my career.”

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I’ve grown a lot at Skanska, but AGC helps me understand what’s happening across the industry.

Steven Gobac-Semple



BUILDING BELONGING THROUGH EXPERIENCE

Phoenix I&D Council Reimagines Intern Engagement

In Arizona, the I&D Council is finding meaningful ways to turn values into action, starting with the next generation of talent. Under the leadership of Rachel Kaneko, regional manager of subcontractor engagement and chair of the Phoenix I&D Council, the team has reenergized its mission by focusing on connection, belonging, and workforce development.

Rachel's passion for I&D is deeply tied to her work and personal experience. Since joining Skanska in 2022, she has been involved in employee networks, including serving as treasurer for the Skanska Women's Network. When the opportunity arose to lead the Phoenix I&D Council, she embraced it as a chance to rebuild momentum and expand impact.

That renewed energy was needed for the council's first major event: a National Intern Day experience designed to be anything but ordinary. Rather than hosting a traditional lunch-and-learn, the council partnered with the local Virtual Design & Construction (VDC) team to create an interactive, hands-on event that showcased innovation and collaboration in construction.

Interns were divided into teams and challenged to design and pilot drones through an obstacle course they built themselves. The activity encouraged creativity, teamwork, and problem-solving—mirroring real-world project dynamics. For many interns, it was their first opportunity to work directly with emerging technology and cross-functional partners.

The impact was immediate. One intern shared that it was the most engaging experience she had encountered across multiple internships, noting how valued and celebrated she felt. That sense of recognition, Rachel explains, is key to strengthening Skanska's ability to attract and retain emerging talent. When interns feel connected and included, they share that experience organically with peers, creating powerful, authentic advocacy.

Even in the midst of triple-digit Arizona heat, the energy was undeniable. Interns, mentors, and leaders came together in one place, building camaraderie that extended beyond job sites and daily responsibilities. By centering belonging, visibility, and connection, the Phoenix I&D Council is demonstrating how thoughtful experiences can shape culture.

National Intern Day
2025





A Strong Case for Veterans to Join the Construction Industry

During Military Appreciation Month, we partnered with the Society of American Military Engineers (SAME) to host a webinar titled Mission to Build: Opportunities & Challenges of Veterans in Construction.



Sharon Douglas

Owner & President,
Potere Construction

2nd LT, Army
Captain, Army/Reserve



Patrick Jones

Managing Director,
Proteus Recruiting

Captain, Army



Neil Moloney

EHS Manager,
Skanska USA Building

1st LT, Army
National Guard



Aaron Reisinger

President – Construction
& Government Services,
Sevan Multi-Site Solutions

Colonel, Army (Retired)



Zachary Phillips

Editor, Construction Dive

Webinar Moderator

Panelists representing both the veteran and construction community provided tips on joining the industry, discussed the role of businesses and leaders in supporting their veteran employees, and gave guidance to veterans and active military personnel who may be interested in a career in construction.

With experience from various branches and levels of the military as well as different civilian careers connected to the construction industry, each panelist brought a unique perspective and personal story to the panel.

Watch the Mission
to Build webinar



Click or scan to watch.



Skanska team members on the steps of our Nashville, TN War Memorial Building Renovations project for Tennessee's Department of General Services.

Culture

When people feel empowered to show up fully, we unlock a stronger, more connected way of working.

“



By collaborating across roles and functions, we make inclusion inherent to how we show up, from engaging with our trade partners to planning projects and community initiatives. These partnerships are how we innovate for the future, and they ensure inclusion remains a shared value that guides our decisions and shapes our culture.

Ayesha Adams
National Director of
Culture and Engagement

National Inclusion Team



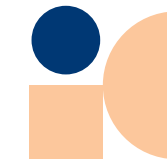
Communication strengthens Skanska's culture, ensuring voices are heard, valued and reflected. Through our annual employee survey, team members can openly share their perspectives and feedback on our workplace culture and development opportunities. After considering all responses, leadership shifts from intentional listening into action that strengthens our business, upholds our values and helps our people thrive.

Ashley Jeffery, Vice President - Communications



Listening to Employees to Shape a Better Experience

Each year, we measure our progress through Your Voice Our Success (YVOS), Skanska's anonymous employee engagement survey conducted by a respected third-party partner. The results give us a clear, honest understanding of what we're doing well and where we have opportunities to grow. The insights from YVOS guide our actions across the business, ensuring we remain responsive to employee needs and aligned with how they experience our culture. These efforts are shaping a culture where inclusion isn't only measured, it's lived.



Your Voice Our Success

An employee survey aligned to our values, focused on engagement and enablement

Inclusive Workplace

89% Feel able to be themselves

87% Feel like they belong at Skanska

85% Feel they can freely express their views without fear of negative consequences

Inclusive Leader

91% Believe their manager creates an inclusive environment

86% Feel their manager seeks out diverse perspectives

Care for Life

98% Believe their physical work area is safe

Act Ethically and Transparently

95% Never feel pressured to compromise Skanska's Code of Conduct

88% Confidence in effective handling of unethical behavior or misconduct if reported

Better Together

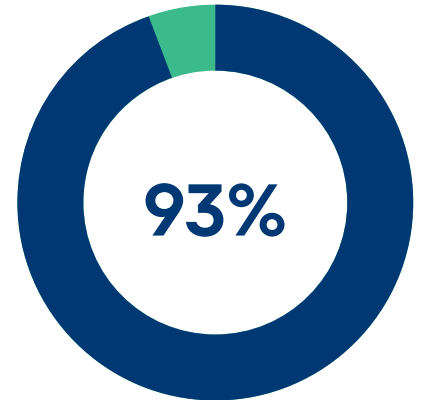
90% Believe their team collaborates and works well together

87% Are encouraged to come up with new or better ways of doing things

Commit to Customers

95% Understand how their work contributes to building a better society

Employee response rate



The majority of responses ranked much higher on average than others collected by the third-party company, which included the construction industry and high performing companies across the globe. Results shown represent Skanska USA Building employee feedback.

Culture and Engagement

Our culture is rooted in connection, collaboration, and care. Inclusion isn't something we add into our work; it's the way we build trust, respect and partnership into every interaction and project. We aim to create a workplace where people feel they belong and can thrive as their best selves.

Our I&D Councils are helping advance inclusion efforts across the U.S. These councils create safe spaces for employees to share experiences, learn from one another and strengthen connection at the local level. They foster a sense of belonging that resonates throughout our offices, project sites and communities.

Over the past year, their programming evolved in meaningful ways, from deepened community focused efforts to more intentional opportunities for dialogue, leadership and engagement.

13
I&D Councils

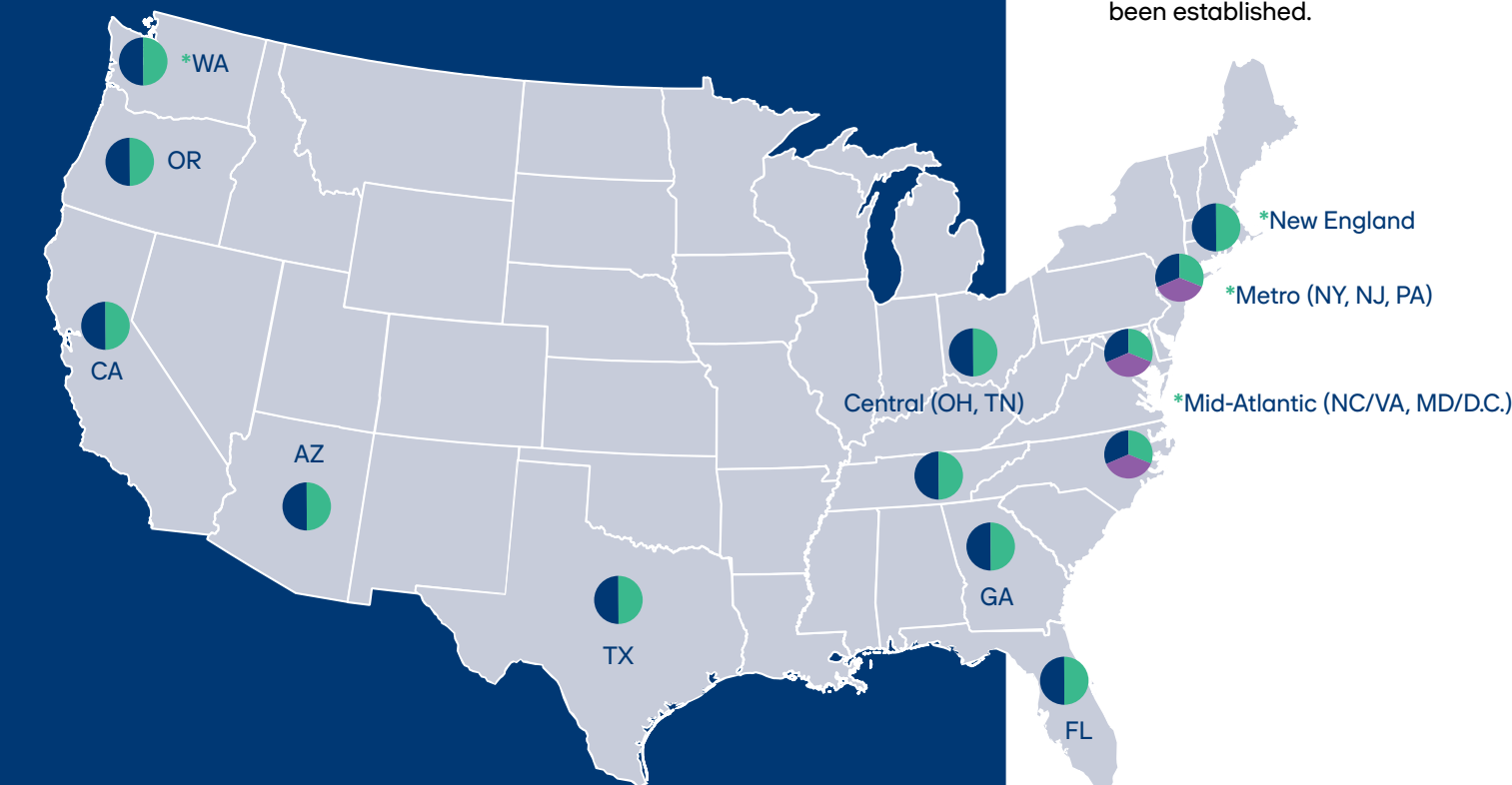
296
I&D Council Members



Strengthening Inclusion Across Every Region

Our I&D Councils span every region, embedding inclusion into daily work and strengthening culture, community and connection across Skanska. Collaborating with them are key working groups: the Skanska Women's Network; Skanska Emerging Professionals; and the Veterans Working Group. Together, they form a unified network advancing belonging across our organization.

I&D COUNCIL STRUCTURE



SWN (Skanska Women's Network):
Promotes a gender-inclusive culture where everyone thrives together.

SEP (Skanska Emerging Professionals):
Connects emerging professionals to foster insight, community and camaraderie.

Veterans Working Group:
Honoring veteran colleagues and ensuring their voices shape an inclusive culture

* SWN Chapters that include, USB, USC and CDUS

* Each circle represents an I&D Council. Working groups are also highlighted where they have been established.

Leadership That Strengthens Our Culture

Under the leadership of co-chairs Shamar Drake, assistant preconstruction manager, and Jason Tobias, project executive, the Mid-Atlantic I&D Council continues to strengthen connections, dialogue and belonging within the fabric of our region. Their clarity of purpose and steady commitment keep inclusion visible and vibrantly alive.



This year showed me how powerful everyday actions can be. When our teams are able to open up to one another, reconnect through service, and create new spaces for growth, we see inclusion come to life in real time. Leading the council alongside Jason has reinforced my belief that listening with intention and acting with purpose can truly shape a culture where everyone feels they belong.

Shamar Drake, Assistant Preconstruction Manager



Child from Skanska Kids Day Boston



Child from Seattle Kids Day

Opening Our World to the Next Generation

Teams across our Metro New York, New England, Mid-Atlantic, Seattle, and Nashville regions welcomed employees and their children to our offices for Skanska Kids Day, where space is created for families to experience the creativity, curiosity and collaboration that define our culture.

Children explored jobsites and offices through hands-on activities that mixed learning with fun. Teams led Stretch & Flex sessions, organized scavenger hunts, offered interactive tech demos, hosted craft stations and face painting, and shared a delicious lunch of pizza and ice cream. Many groups arranged guided tours where children could see firsthand how buildings come to life.

Skanska Kids Day brought families together, strengthened connections across teams and highlighted the people-first culture that makes Skanska special.



Children from Pottorf Elementary in Fort Myers, FL.

2025 was a memorable year for the Mid-Atlantic I&D Council. They revived the local Emerging Professionals group, led volunteer efforts for the Ronald McDonald House, strengthened our partnership with North Carolina State's Society of Hispanic Engineers chapter and spent Earth Day focused on sustainable activities. These efforts strengthened our communities and supported next generation leaders. I'm proud of what we accomplished and excited for our council's future.

Ayesha Adams, National Director of Culture and Engagement



It is an honor to lead the Mid-Atlantic I&D Council with Shamar, where our focus is on building an inclusive culture that strengthens performance, attracts and develops diverse talent, and supports better outcomes for our people, customers, and communities. Together, we are transforming our commitment to inclusion and diversity into meaningful action that will leave measurable impacts across our region.

Jason Tobias, Project Executive





When Leaders Lead the Way, Inclusion Takes Root

Leaders like Mark Balling, EVP - general manager for the Mid-Atlantic region, show what it looks like when inclusion is championed from the top. Mark has made it a priority to support his local I&D Council by staying closely engaged in their work and ensuring his team feels backed by leadership every step of the way.

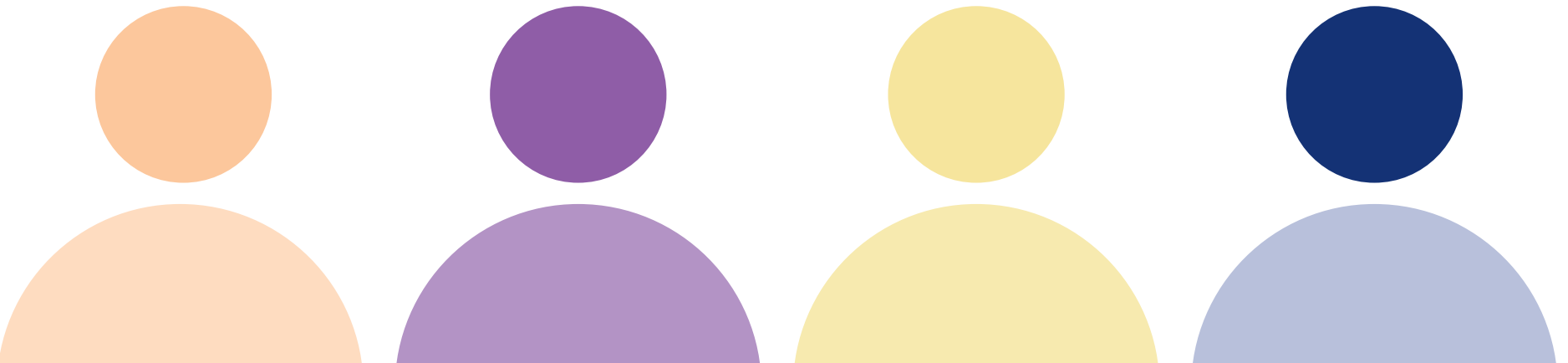
Mark sets the tone by consistently sharing thoughtful, meaningful messages that reinforce our inclusion strategy, from internal newsletters to timely updates and reflections with his team. His communication style is open, clear and rooted in genuine care, and his team mirrors that approach. Council members regularly send purposeful and impactful messages, and the region stays connected through touchpoints like town halls and targeted communications.

This level of transparency and engagement matters. When employees hear directly from leaders and see that leadership is aligned with and invested in our inclusion goals, they feel more connected to the work and empowered to contribute in meaningful ways.

As an inclusive leader, Mark reinforces a core truth: inclusion is most powerful when it's lived from the top down and carried forward by every one of us. When leaders model inclusion through their actions and communication, it creates a ripple effect that strengthens engagement, deepens trust and helps everyone feel part of what we're building together.



Mark Balling,
EVP - General
Manager



Women in Timber: How One Skanska Leader is Expanding Inclusion in a Growing Field

For more than a decade, Whitney Geier, marketing director, has immersed herself in the world of mass timber—a sustainable building material reshaping how we design and construct the built environment. As her expertise deepened, she recognized something vital was missing: a space where women across the timber ecosystem could connect, collaborate and be seen.

The realization launched Women in Timber, a grassroots movement uniting women and allies from mass timber, forestry and the AEC industry. The group started as a small meetup that has grown into a powerful gathering at the International Mass Timber Conference, drawing more than 500 attendees and inspiring similar groups in the UK, South America and beyond. **What began as an idea has become a force to create a community and elevate voices that have long shaped the industry.**

The movement is also expanding access for the next generation. In 2025, Women in Timber donated funds to Girls Build, a nonprofit for girls from ages 8-15 that introduces them to the trades through hands-on learning experiences.

For Whitney, early exposure is essential: opening pathways today will help grow a more diverse, inclusive workforce tomorrow.

Women in Timber encourages individuals everywhere to build community, share their stories and support one another.



**Whitney Geier,
Marketing Director**



Skanska donated to the Society of American Foresters in 2026, specifically to their Mollie Beattie Scholarship Fund, which supports women and underrepresented students pursuing careers in forestry and natural resources professions.



Recognition That Reflects Our People and the Future We're Building

For the third year in a row, Skanska was named one of Fortune's Most Admired Companies, a recognition awarded by global industry leaders who evaluate reputation, leadership, social responsibility, innovation, and the ability to attract and retain talent.

Across markets and teams, our culture is shaped by everyday actions—showing up for one another, supporting development,

championing safety and integrity, and believing in the difference we can make. That's what people notice. That's what they admire. And it's what motivates us to keep strengthening the employee experience so every person who joins Skanska has the opportunity to grow, contribute and thrive.

At Skanska, we build what matters, and people are at the heart of what we build.

Wreaths Across America: Speaking Their Names, Honoring Their Legacy



At Holy Sepulcher Cemetery in Totowa, NJ, volunteers gathered for Wreaths Across America, a non-profit organization with a mission to remember and honor fallen service members, for its annual event of placing live balsam wreaths on veterans' headstones to ensure that none are forgotten.

As the supervisor of Skanska's national payroll team and co-chair of its Veterans Working Group, Tara Petrozello has long been an advocate for those who serve. While she is not a veteran herself, her connection runs deep through family members who have served, shaping her understanding of the sacrifice, resilience and discipline that define the military community. "They are an incredible asset," she reflected, emphasizing the value veterans bring to the workplace.

Tara's commitment and passion were evident as she placed her first wreath, speaking the veteran's name aloud and thanking them for their service before carefully positioning it beneath the headstone.

The experience stood out not only for its full military honors, but for the cemetery's achievement of placing a wreath on every veteran's grave, which is

a powerful testament to remembrance. What could be considered a simple act became something far more meaningful, as participants approached each moment with deep respect.

For Tara, the day was a personal reminder of her own family's legacy of young service members, some just 18, who faced unimaginable challenges. "Now, as an adult, it hits differently," she said. "To imagine someone having a gravesite with no one to recognize them for their sacrifice. It's heartbreaking.

Events like Wreaths Across America strive to make sure that never happens, transforming remembrance into something meaningful, emotional and deeply human.



L-R: Tara Petrozello, Jarrett Milligan, Evelyn Ronga





Community Partnerships

We invest in the communities where we live and work because doing so strengthens society and our business. Guided by our values, we listen first, ensuring our expertise aligns with opportunities that foster long-term local relationships and community resilience. By engaging with our neighbors and customers, we stay grounded in the purpose behind what we build.



At Skanska, when we show up as good neighbors, we create space for honest connection, shared purpose and long-term partnership. These principles guide every project we touch and reflect our holistic approach to community-centered building, ensuring that our work strengthens the places we call home. For us, community begins with authenticity. That means listening first, honoring local perspectives and building trust through meaningful relationships.

Kelly Daige,
National Director of Inclusion
and Partnerships



Kelly Daige with future Skanska employee

Our 2025 Community Results

Strengthening the communities where we live and work is foundational to who we are. We collaborate with customers and partners to make a lasting impact through personal and financial investments.

\$2.1M

donated to our communities

\$144K

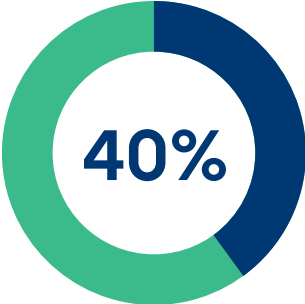
gifts in kind

\$3.2M

in total financial contributions
to our communities

11,456 employee volunteer hours valued at **→ \$970,000**





Over 40 percent of our contributions and volunteer hours supported teaching, education, mentoring and strategic partnerships.

L-R: Bryan Hay, Mendy Mazzo, Alisha Wix



Partnerships that Expand Access and Strengthen Communities

We partner with community organizations, educational institutions and local businesses to expand access to learning and economic opportunity. These partnerships reinforce our commitment to fostering strong, connected communities and creating pathways that support their long-term growth.

Through educational partnerships, we collaborate with mission-aligned organizations to spark curiosity, expand STEM learning and inspire future talent. These initiatives help inspire the next generation of innovators by unlocking new possibilities for individual students.

Our workforce development approach brings together outreach, training, mentoring and hands-on experience that supports a skilled and adaptable workforce. By working closely with schools, community organizations and local partners, we help prepare people for meaningful careers across our industry.

Across all our community partnerships, we prioritize engagement and sustained collaboration with local stakeholders. Together, these efforts reinforce Skanska’s purpose: to build for a better society.

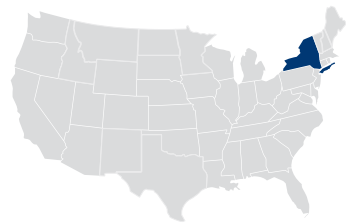


Skanska is an industry leader in shaping our communities through active volunteerism. Our teams demonstrate our core value of ‘Be Better Together’ when they routinely partner with our customers, design and trade partners and local organizations for hands-on community engagement activities. We’re proud to support our communities through meaningful contributions.

**Mendy Mazzo, Corporate Senior Vice President
– National Business Development**



Skanska employees inspiring future industry talent



Building with Purpose in the Heart of South Brooklyn

The South Brooklyn Marine Terminal (SBMT) Port Upgrade project is far greater than a construction effort; it is part of the neighborhood's heartbeat. Skanska is part of the daily rhythm in South Brooklyn through our ongoing engagement with neighbors, local businesses and community partners. Simple check-ins have evolved into trusted relationships that reflect the community's willingness to collaborate, and we are reminded that our work is strengthened by the people who shape it with us.

This spirit of partnership came alive this year during the inaugural SBMT Charity Challenge, where project teammates, partners and neighbors rallied together to raise more than \$50,000 for the Brooklyn Autism Center. When parents and educators opened their hearts, sharing the realities and hopes of their students, we listened with intention. Ultimately, the event's impact was far more significant than one could imagine because these families felt seen, valued and uplifted by a community standing beside them.

Skanska's collaboration with Equinor strengthened this work from the project's inception. Equinor's Community Affairs Division was proactive in shaping an engagement strategy that prioritized local voices and connection. The project team worked closely with their counterparts at Equinor to align efforts, coordinate outreach and ensure that every initiative, like the SBMT Charity Challenge, reflected the needs and priorities of the surrounding community. Our partnership is a model for how we work with clients to advance community driven activities in meaningful ways.



The project team's commitment continued through the Back to the Classroom school supply drive benefiting PreK-5 Dual Language school, P.S. 24 in Sunset Park. Working with Gramco School & Craft Supplies, we delivered classroom wish list items to teachers and aides. A generous matching donation from Equinor further amplified the effort.

For the school community, receiving supplies tailored to their needs brought relief and a renewed sense of hope. For the project team, the experience deepened growing bonds with students and educators, turning everyday interactions into meaningful connections rooted in trust, care and shared purpose.

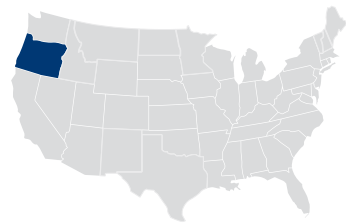
L-R: Carolyn Dorsett , Joseph Stankus, Ashley Ball



This sense of shared purpose extended along Third Avenue during the community cleanup and beautification project hosted by The Merchants of Third Avenue (MOTA). Volunteers across organizations came together as neighbors committed to caring for a well used public corridor. The team planted flowers, weeded garden beds, swept sidewalks and collected litter, prompting residents to stop and share appreciation for the improvements. Skanska's adoption of a nearby tree, which was marked with a custom plaque, became a symbol of the team's long-term commitment to the area's vitality.



Across every initiative, one theme remains constant: the South Brooklyn Marine Terminal project team builds with people at the center. By listening to the community, collaborating with partners and showing up with purpose and consistency, they strengthen connections, support local needs, and contribute to a resilient South Brooklyn, one relationship, one moment, and one act of care at a time.



Building Community through Connection in Central Oregon

For more than 30 years, Skanska's work in Central Oregon has followed a belief that strong communities are built through strong relationships. With many team members living, raising families and building their careers in the region, our work is grounded in local insight and deep connection to the people we serve. These relationships strengthen the regional economy and help ensure that the benefits of growth remain close to home.

Central Oregon is defined by resilience, shared values and a profound sense of belonging. As the region grows, our teams continue to embrace a holistic, community-centered approach that honors the character of its towns and landscapes while preparing them for the future.

Across the region, this relationship-driven mindset has shaped projects that respond directly to community needs. In healthcare, partnerships with Jefferson County Public Health, La Pine Community Health Center, Mosaic Community Health and the St. Charles Health System expand access to high-quality care for rural and fast-growing populations. Projects such as the ICU Tower Expansion at St. Charles Bend—completed just before the COVID-19 pandemic—and the new Redmond Cancer Center demonstrate how thoughtful planning and technical excellence help improve lives.

Sustainability and long-term resilience also guide the team's work. By incorporating mass timber, fully electrified mechanical systems, and regionally sourced materials, Skanska supports the region's environmental goals while creating buildings designed to serve residents for generations.

Our team also invests in people and the future workforce. Many Skanska team members serve on local boards, contributing their time and expertise to strengthen the region beyond project-related work. Partnerships with organizations such as the High Desert Education Foundation, East Cascade Works and The Heart of Oregon help prepare young people for careers in construction and community leadership.

By collaborating and consistently showing up with integrity and care, we are helping Central Oregon grow by preserving what makes the region special while creating opportunities that will support the community for decades to come.

In aviation and civic development, we combine global expertise with local priorities to deliver infrastructure that supports growth without compromising the region's identity. The Redmond Municipal Airport expansion and the transformation of the historic Redmond Union High School into a modern city hall reflects an approach that values both innovation and preservation. We're helping Central Oregon evolve and stay true to what makes it unique.



The pillars of community-centered building



Build trust through local relationships



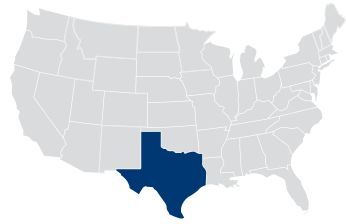
Meet the needs of a growing region



Align local roots with global expertise



Invest in our people and the community



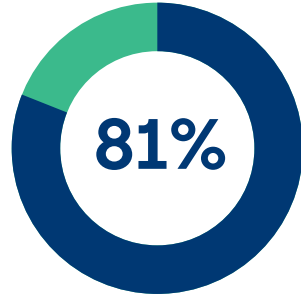
Inspiring Future Builders in Houston

Designed to connect emerging talent from diverse backgrounds with real-world possibilities, the “I Built This!” Houston event, hosted in partnership with Procore and ConstructReach, brought together 153 students from four local schools to explore hands-on career pathways in construction. Through interactive stations led by industry partners, students learned about opportunities across electrical, carpentry, drywall, HVAC, plumbing, flooring, doors, architecture and virtual design and construction.

“I Built This!” opens a window into the world of construction, where technology, skilled trades and the power of possibility come together. Students explore new tools, test emerging technologies and discover unknown talents. One student perfectly captured the spirit of the day: “Trying different technologies and tools opened my eyes to the exciting possibilities of the construction industry.”

For many students, this event helped them realize that a future in this industry is within reach.

 Click or scan to watch “I built this!”



Impact
81 percent of students that attended the “I Built This!” initiative are now considering a career in construction



L-R: Scheinderley “Eli” Dupuy, Angelica Caballero, Delena Taylor, Matthew Edwards, Sean Murphy



COMMUNITY PARTNERSHIPS

Sustainability

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

INCLUSION STARTS AT THE SOURCE

A Commitment to Ethical, Transparent Supply Chains

Skanska is advancing ethical and responsible construction practices through our partnership with the Grace Farms Foundation and their Design for Freedom movement. This initiative mobilizes leaders across the built environment to eliminate forced labor from building material supply chains and promote greater transparency in sourcing.

Representing Skanska in this work is Myrrh Caplan, LEED fellow and national senior vice president of sustainability, who contributes industry expertise to help shape solutions that prioritize human rights, responsible material choices and collaboration across the construction ecosystem. Through Design for Freedom, we reinforce our commitment to ethical procurement, awareness building and shared accountability for a more humane and sustainable industry.

This partnership also aligns with Skanska’s broader sustainability efforts—equipping teams with tools such as mindful MATERIALS’ Common Materials Framework, the BuildingEase platform and the Supply Chain Sustainability School U.S.—ensuring that responsible decision making is practical, accessible and integrated into project delivery.



Design for Freedom strengthens the industry’s shared responsibility to ensure that the materials we use are sourced ethically and transparently. Skanska is committed to working with partners who advance human rights and help create a more responsible future for everyone involved in building our communities.

**Myrrh Caplan, LEED Fellow,
National Senior Vice President,
Sustainability**

”



COMMUNITY PARTNERSHIPS

Subcontractor Engagement

Our Subcontractor Engagement team works to expand access to opportunities for subcontractors, including small, local, and historically underutilized businesses. This access is created through close collaboration with project teams to identify scope needs, promote partnerships, and support outreach efforts.

The team fosters inclusive participation by leading capacity-building efforts and helping businesses better understand how to work with Skanska. As projects move forward, these dedicated team members measure impact, promote accountability, and help ensure customer expectations are met.

Focus Areas

Three focus areas guide our behaviors and form the foundation of our team's approach:



Inclusion

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



Development

Supporting subcontractor development and education through structured training programs



Outreach

Forming partnerships with local, regional and national business advocacy organizations

Our 2025 Subcontractor Engagement Results

13

offices supported

14

dedicated subcontractor engagement roles

100+

projects with owner-imposed participation goals



Since 2007, nearly

1,000

companies have engaged in Skanska's programs

Participating firms collectively exceed

\$900M

USD in contracts on Skanska projects

Nearly Two Decades of Subcontractor Development and Education

Construction Management Building Blocks™

Since the first Construction Management Building Blocks (CMBB) course was offered in 2007, this free, 10-week training program has become a staple of Skanska's approach to Subcontractor Engagement. While the course content has evolved significantly over the last 19 years, the goal of CMBB has remained the same: to equip small, diverse-owned and other historically underutilized businesses with the knowledge and tools to thrive in the construction industry.

 **67**
CMBB graduates in 2025
across five offices

 **\$116M**
in spend on CMBB Graduates
in 2025 alone

Excellence in Construction Leadership Program

2025 was the second year of our Excellence in Construction Leadership Program (ECLP). The nomination based initiative offers executives from small, local and historically underutilized businesses the opportunity to form mutually beneficial partnerships with their peers and executive-level counterparts at Skanska.

Currently our cohort includes 14 participants representing firms from 13 states and a variety of industries, including general contracting, architecture and HVAC.

“



Through ECLP, we are intentionally creating pathways for national subcontractor growth and engagement. We are continuing to facilitate introductions for the first cohort across our operating units to support expansion into new markets. ECLP participants are actively bidding and winning work competitively across the regions where we are building. Our SE team remains highly engaged and invested in the success of these small, local, and diverse businesses.

Joycelyn Yue,
National Director
Subcontractor Engagement

Creating a Recreation Complex in East Tampa

Skanska partnered with the City of Tampa and its residents to reimagine an underutilized community park into a vibrant, fully accessible recreation complex that centers on belonging, wellness and multi-generational connection. The ten acre design build project, developed in an historically underserved neighborhood, creates far more than new structures. It creates opportunities.

From the outset, our Florida-based team understood the project's success depended on listening to local voices. With outreach programs and community events, our team connected with residents on a consistent basis, working alongside them to shape a welcoming space where people of all ages and abilities can learn, play, gather and thrive. In fact, residents directly informed the design of the multi-generational recreation complex, which features a basketball gymnasium, dance and gymnastics areas, fitness spaces and computer lab for digital learning.

Every element, from athletic fields and playgrounds to pickleball, basketball and shuffleboard courts, was intentionally planned with ADA compliance and community connection in mind. Shade structures, outdoor patios, benches and a flexible event lawn further support participation for people of all ages and abilities.

By thoughtfully engaging diverse and locally owned businesses, including graduates of the Construction Management Building Blocks program, our team embedded workforce development and positive community impact into the project. Their engagement with community members in the project's design and construction has created a space that delivers fair access to recreational and learning spaces across East Tampa.



This project shows what is possible when we center community voices. Every element was shaped through listening, partnership and care—and that is how spaces are built for everyone.

Toiaya Crawford
Regional Manager,
Subcontractor Engagement



STRENGTHENING PATHWAYS FOR GROWTH

Skanska's Partnership with KCM Contracting Inc.

At Skanska, we know that strengthening our supply chain begins with investing in the long-term success of small, diverse and historically underrepresented businesses.

KCM specializes in concrete and masonry work and has fully engaged in the industry's subcontractor development ecosystem. The company has completed several capacity-building programs—including ASCEND NYC, NYCEDC's ConstructNYC initiative, and Skanska's CMBB program—each offering targeted skill-building that strengthens both technical expertise and business operations. These development touchpoints reflect Skanska's broader Subcontractor Engagement approach, which emphasizes development, outreach, and inclusion.

Through hands-on mentorship, resource sharing, and close coordination with project teams, we have supported KCM's continued growth.

This collaboration has contributed to the successful delivery of major work, including projects at Cold Spring Harbor Laboratory and for a large medical provider in New York together

representing more than \$6.8 million in contract value. These opportunities enabled KCM to apply new technical capabilities and gain experience with larger scopes and specialized institutional work.

KCM's owner, Roxanne Guerrierio, exemplifies the leadership Skanska aims to cultivate through subcontractor engagement initiatives. Beyond guiding KCM's growth, she supports the broader construction community through her service on the boards of the National Hispanic Business Group, the Women Builders Council, and the Construction Industry Council of Westchester and Hudson Valley. Her leadership aligns with Skanska's mission to expand access, elevate emerging businesses, and help ensure the industry reflects the communities where we build.

KCM's continued growth demonstrates what is possible when we work side by side with small, diverse and historically underutilized businesses to create opportunities that endure.



Our partnership illustrates that when emerging firms have access to development programs, clear pathways into complex projects, and sustained mentorship, they build capacity, expand opportunities, and contribute to a stronger supply chain.

Roxanne Guerrierio, KCM





PROMOTING COLLABORATION AND NETWORKING

Strategic Partners

To expand access within high impact construction trades, Skanska created the Strategic Partners Matchmaking Event—a dedicated forum connecting large prime contractors with small and diverse subcontractors, suppliers, service providers, and engineers across mechanical, electrical, plumbing, civil, and demolition scopes. These scopes represent a significant share of project cost, making intentional engagement critical to advancing supplier inclusion.

Developed by our Seattle office two years ago with Courtney Fraga, regional manager - subcontractor engagement, leading the charge, each gathering combines upcoming project presentations with structured, trade specific networking designed to support multi-tier collaboration. Nearly 200 participants have attended to date, including 41 percent prime contractors and 59 percent Tier 2 firms. These connections continue to strengthen teaming relationships and expand pathways for firms to pursue work on Skanska projects.



L-R: Courtney Fraga, Marjorie Mekkhavong, Renee Walker, and Christian Stubblefield

Positive outcomes are already clear:

A woman-owned plumbing supplier secured more than \$200,000 in work on a project after meeting a mechanical prime contractor at a session.

A subcontractor learned of upcoming school district projects and later met with the district's Capital Project's Director, leading to ongoing discussions around solar powered lighting solutions for a future project.

A recent gathering brought together 69 subcontracting partners, 11 consultants and partner organizations, and 17 Skanska team members, a strong turnout and opportunity to keep building a more inclusive, connected and resilient supply chain.

Collaborating with Clients to Advance STEM Learning in Phoenix

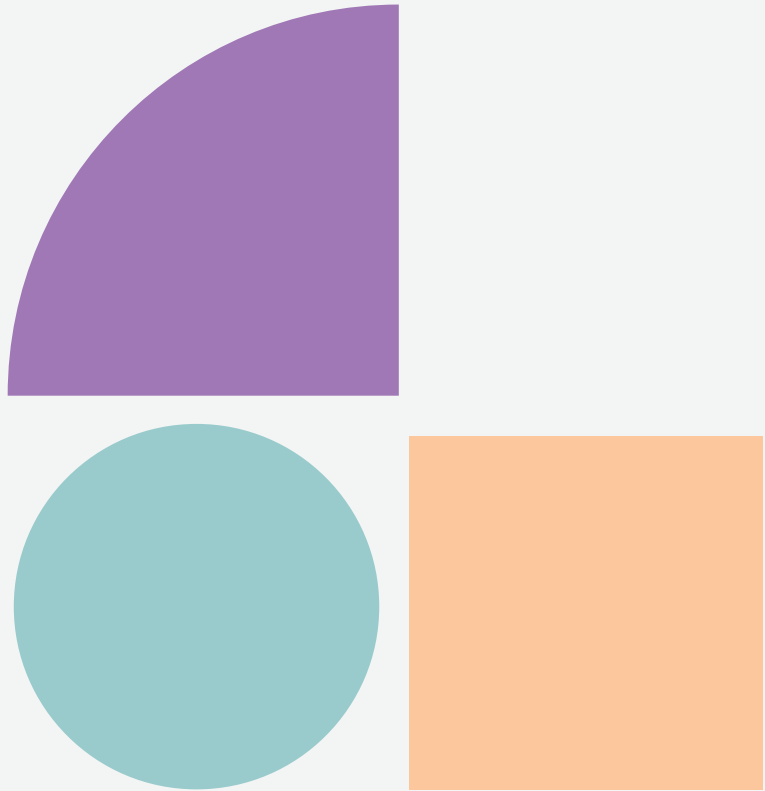
Our Advanced Technology team partnered with a confidential data center client and the West Valley water utility to expand STEM learning opportunities in Phoenix with a volunteer event at the Arizona Science Center.

Through activities and real-world demonstrations, volunteers helped students explore how infrastructure, innovation and engineering shape the world around them. This collaborative effort not only supported STEM education but also sparked curiosity among future learners and strengthened relationships between Skanska, our customers, and the communities we serve.

The partnership reflects our commitment to building better together by leveraging our expertise and relationships to create meaningful, long-term community impact.

L-R: Liz Minnis, Mahea Villanueva, Doug McDowell, Madi Long, and Rachel Kaneko.





Opportunity

Inclusion is fundamental to our success. We will continue advancing the focused, thoughtful efforts that strengthen our culture, expand opportunity and support our people, partners and communities.

Through activities and real-world demonstrations, volunteers helped students explore how infrastructure, innovation and engineering shape the world around them. This focus will ensure our progress is intentional, measurable and aligned with how we build and how we lead.



Inclusion

Inclusion is intentional. As we continue building a culture where every person feels respected, valued and empowered, we will strengthen programs and partnerships that expand inclusion across our business.

Innovation

Innovation fuels how we build and collaborate. We will continue leveraging new thinking, technologies and partnerships to strengthen our positive impact on people and communities.

Impact

Our impact is measured in the progress we create on our jobsites, in our culture and within the communities we serve.

ACKNOWLEDGEMENTS

Thank You

This progress report would not have been possible without the passion, commitment and unique skills of many people. Thank you to those who shared their stories and those who helped coordinate, develop and review the report.

Report Working Group

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

 Executive Sponsor	 Project Lead	 Project Lead	 Collaborator	 Editor	 Writer
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