



2021

Gilbane Cares Report

Our Blueprint
for Impact

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Thomas F. Gilbane, Jr.
Chairman & CEO of Gilbane, Inc. and
Chairman of Gilbane Building Company



Message from Our Chairman

At the heart of Gilbane's Core Values is Caring which along with our genuine respect for people and the communities we serve, drives our Environmental, Social and Governance (ESG) efforts.

While our commitment to sustainability, social impact and strong governance is embedded in Gilbane Building Company efforts and projects, a coordinated ESG strategy is a new and critically-important initiative. As a private, family-owned company, we believe that we owe it to future generations to expand the positive impact we can make in the world.

A diverse workforce is essential in generating innovative ideas and fresh perspectives. This report is the result of participation from a multitude of team members representing a diverse mix of demographics, geographies, positions, and viewpoints.

As Gilbane continues to operate with a vision of building safer, more environmentally sustainable, and inclusive communities, we will remain guided by our strong core values, family culture and dedication to client satisfaction. Our ESG Report is a declaration of accountability towards furthering our mission to put people first while creating lasting social and environmental impact.

A handwritten signature in black ink that reads "Thomas F. Gilbane, Jr." in a cursive style.

Thomas F. Gilbane, Jr.

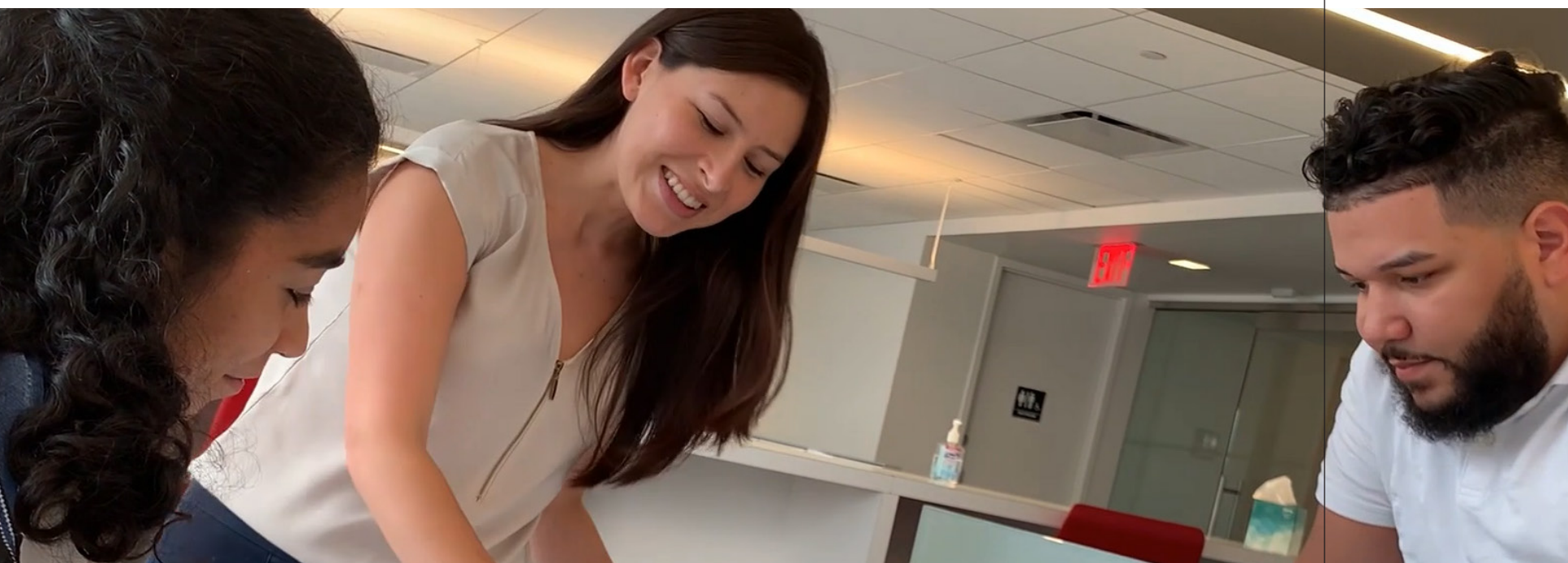


ESG Vision Statement

For over 150 years, Gilbane has built buildings that enrich people's lives.

As we look towards our next 150 years, we are committed to building a better future for our entire Gilbane family of employees, for the communities in which we live and work and beyond, and for the generations to come. Through an integrated environmental, social, and governance platform that leverages Gilbane's resources, we challenge ourselves to continuously examine and improve our opportunity for impact.

In keeping with our core value of Caring, we hold ourselves accountable to contributing to a global sustainable and inclusive future.



ABOUT US

Gilbane Building Company

A global, comprehensive construction and facilities-related solutions firm, Gilbane Building Company is recognized as an industry leader that delivers innovative building solutions -- from state-of-the-art sustainable buildings to the latest applications in construction technology.

Our more than 3,000 multidisciplinary professionals operate in over 45 offices worldwide, executing multiple, geographically-dispersed projects -- each adhering to Gilbane Building Company's commitment to safety and excellence.

Our Core Values



Integrity



Caring



Dedication to Excellence



Teamwork



Tough-mindedness



Loyalty



Discipline



Entrepreneurship

2020/2021 ESG Highlights



Diverted **76%** of construction waste from landfills in 2020



Over \$559K raised for Gilbane's United Way campaign in 2020



#1 Green Educational Facilities Builder
Engineering News-Record (ENR) 2021

96% of our projects had **zero lost time injuries** in 2021



ESG Social Infrastructure Deal of the Year, 2021
IJGlobal

Over 1,050 of our people enrolled in an **Employee Resource Group (ERG)** in 2021



#2 Site Assessment & Compliance Firm
Engineering News-Record (ENR) 2021

Chaired inaugural **Construction Inclusion Week** in 2021



2021 Recipient of Associated General Contractors (AGC) **Diversity and Inclusion Award**



97% of client survey respondents rated us as **Meets or Exceeds Expectations** over the last three years



Committed to sending zero waste to landfills by 2040



Our people averaged over **32hrs** of training in 2021



Chaired **Construction Safety Week** in 2021



99% of employees completed ethics training by end of 2021



Committed to achieving carbon neutrality by 2040



Message from Our President & CEO

At Gilbane, our shared purpose is to make a positive impact in the lives of our employees, clients, partners, and communities worldwide. Our clients entrust us to deliver projects that will build their futures. We are committed to Building More Than Buildings® – including building careers, economic opportunity, and enduring communities. Our respect and concern for one another drives our efforts in sustainability, inclusion and diversity, safety and wellbeing, community involvement, and much more.

This year's Gilbane Cares Report captures the progress we made in 2020 and 2021, and highlights the priority areas of our Environmental, Social, and Governance (ESG) platform. We are proud of the progress we have made as an organization, but in keeping with our culture of continuous improvement, we aim to be and do better. Grounded in our core values like Integrity and Teamwork, combined with the pride that comes from building stronger communities, there is a spirit at Gilbane that everyone is in it together. To be an employer of choice, we believe everyone should be able to come to work as their authentic selves and be inspired to excel.

Our ESG report shares our commitment to achieving sustainable growth that enables us to provide enhanced value to clients and partners, and opportunities for our people. We are devoted to creating connection, harnessing our diverse strengths, and treating everyone with equity and respect.

Thomas M. Laird, Jr.

Thomas M. Laird, Jr.
President & CEO of Gilbane
Building Company



Building a Sustainable Future

Gilbane's commitment to sustainability is underpinned by our corporate social responsibility and core values. In our offices and on our projects, we are dedicated to eliminating waste, reducing pollution, promoting recycling, utilizing re-purposed materials, and increasing energy efficiency to reduce our carbon footprint. Managing Gilbane in a sustainable way goes beyond the realm of environmental impact; it also means being proactive and responsible for how we operate our offices, jobsites, and projects. We strive to implement safe practices and recognize how the projects we build and develop impact the environment and future generations.



Adlai E. Stevenson High School District 125
East Building Addition – Lincolnshire, Illinois

Sustainability Commitment

We are committed to fostering healthy, safe and sustainable workplaces that support continuous learning. Establishing partnerships in the communities where we do business enables us to share our stewardship message, affect positive environmental change and raise environmental awareness. Through reducing the consumption of raw materials, water, and fuels we aim to minimize impacts on natural resources.

We are also committed to reducing the discharge of pollutants to water, land and air by using recyclable and renewable materials in place of virgin products. We focus heavily on identifying and implementing greenhouse gas emission reduction opportunities throughout our projects. At Gilbane, we seek out and work with suppliers who are also committed to reducing their carbon footprint through conservation of resources, practicing waste minimization techniques and maximizing local sourcing. We will continually work to improve the effectiveness and efficiency of our organization's environmental management through assessments and measurable performance metrics.

Going Carbon Neutral

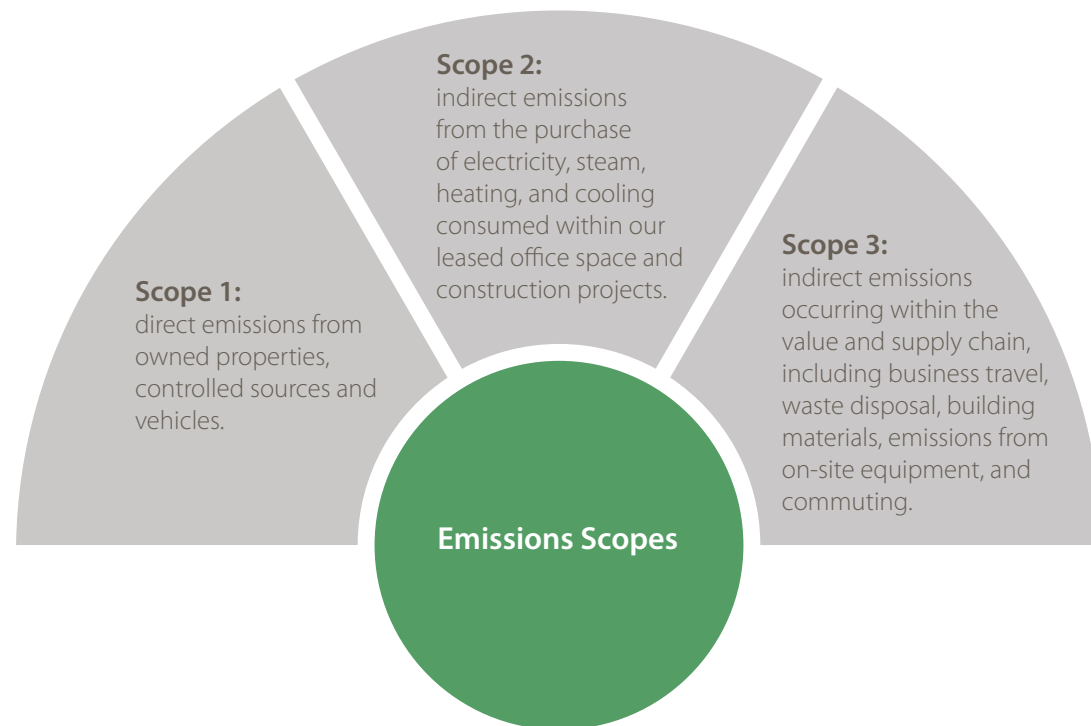
As a significant contributor to global greenhouse gas emissions (GHG), the construction and building operation industry has a great opportunity and responsibility to reduce its environmental footprint. Gilbane is committed to utilizing our position and resources in the industry to influence both operations and construction projects to minimize carbon emissions. In addition, we aim to do our part by continuously enhancing our sourcing and procurement practices by working with business partners that uphold our standards relating to environmental management and responsible business practices.

EC3 Tool

There are several tools that we utilize for the evaluation and tracking of embodied carbon. The Embodied Carbon in Construction Calculator EC3 Tool (*Carbon Leadership Forum*) is our go-to tool for tracking and reporting embodied carbon of building materials and buildings, evaluating products, analyzing alternatives, and collecting Environmental Product Declarations (EPDs) to help identify lower carbon alternatives. Additionally, we have deployed TrueCarbon.

Committed to achieving **carbon neutrality** by 2040.

We will examine emissions scopes to drive towards our goal:



At Gilbane, Nothing Goes to Waste

We apply a Lean mindset to our business practices to eliminate anything that does not add value to our clients or our communities. We deploy strategies that reduce and eliminate waste in all that we do.

Gilbane tracks recycling or diversion of construction waste on each project to ensure that we meet or exceed our corporate requirement of a minimum of 75% construction waste diversion on all of our projects.

Committed to sending **zero waste** to landfills by 2040.

Our waste reduction approach:

- > Lean construction techniques
- > A focus on deconstruction over demolition, prioritizing adaptive re-use, reclamation, and recycling
- > Increased emphasis on just-in-time deliveries and modular and pre-fabricated solutions
- > Elimination of single use plastics and other low recycled content packaged products
- > Transition from a waste recycling strategy to a waste reduction strategy

In 2020, Gilbane diverted **76%** of its construction waste from landfills.

Conserving Water and Protecting Its Quality

Gilbane seeks to reduce the use of potable water throughout all aspects of our operations, from within our offices to our construction projects. In addition, Gilbane sees protection of water quality as a core commitment through the adherence to storm water prevention pollution programs using the best available technologies to control, manage and treat stormwater runoff.

Committed to **reducing potable water use and consumption by 40%** by 2040.

Reduction in potable water use and consumption as measured by design criteria for owned/operated buildings and via metering for construction operations:

- > System optimization
- > Water Conservation measures
- > Water reuse/recycling measures

"Our unwavering commitment to always do the right thing by our clients, our employees, and our communities underpins not only our supply chain policies for responsible sourcing and procurement, but also our company's Core Values. Our high standards are expected of all Gilbane business partners including our subcontractors, our suppliers, and our service providers."

Jay Pendergrass
Vice President,
Director of Supply Chain Management



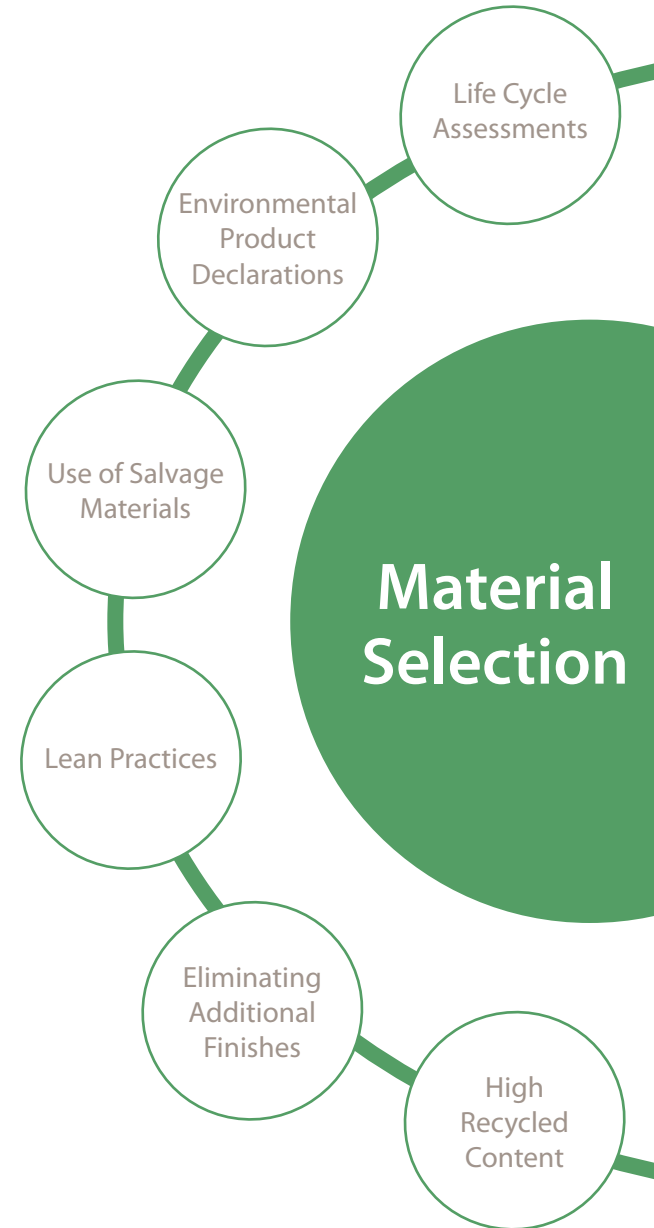
Delivering Sustainable Buildings for our Clients

Gilbane Building Company is committed to sustainability in both our internal business practices and in the services we offer to our clients, with an overarching goal of eliminating waste, reducing pollution, promoting recycling, utilizing repurposed materials, and increasing energy efficiency to reduce our carbon footprint.

Carbon Reduction through Material Selection

We deploy strategies for reducing carbon through smart building material selections, starting with life cycle assessments (LCAs) of building materials. Our project teams utilize LCAs to compare products determining their expected life span, functional equivalence, and quantitatively compare individual materials based on their environmental impacts, including material versus operational carbon savings.

Product databases are utilized to gather the environmental attributes associated with the various building materials. This information is then used to evaluate the materials' embodied carbon. By looking at individual building material types, we are able to assess the available options and maximize the reduction of embodied carbon associated with the various specified building materials, which results in the overall reduction for the building.



These projects reflect Gilbane Building Company's commitment to sustainability and helping our clients achieve their sustainability goals.

Adlai E. Stevenson High School East Building Addition ▶

Lincolnshire, Illinois

- › 50,000-SF addition achieved Zero Energy certification from the International Living Future Institute (ILFI)
- › First verified Net Zero Energy building in Illinois by the New Buildings Institute (NBI), LEED Platinum Schools, and the first Living Architecture Performance Tool (LAPT) Platinum certified project in the world

Sustainable Features

Greenhouse • green roof/garden area • recycled water filtration system • solar panels • two-story living wall • graywater system used for irrigation connected to onsite showers and lavatories • solar thermal hot water system • vacuum composting toilets



Net Zero Energy Award
New Buildings Institute (2021)

© Connor Steinkamp Photography

Westborough Fales Elementary School ▼

Westborough, Massachusetts

- › First net-positive school in Massachusetts
- › First facility to support Westborough's goal to be carbon emissions free by 2035
- › Rooftop solar array capable of generating 10% more energy than required

Sustainable Features

Net-Zero energy use • rooftop solar voltaic system • rooftop monitors • solar panel arrays • 40 Geothermal wells • net-metering contract • LEED Silver design • ground floor public spaces to reduce heat loss and gain through exterior walls





Project of the Year
Associated Builders and
Contractors (ABC) (2021)



School District of Osceola County NeoCity Academy STEM High School

Kissimmee, Florida

- › New construction of high performance, solar ready STEM high school
- › First zero energy K-12 facility in Florida
- › The three-story building and a central energy plant are located on a five-acre site at the NeoCity Campus, a hub for technology and innovation that has been called the next 'sensor city' of America
- › Immersive, inquiry-based "learningscape", with spaces for thinking, creating, discovering, exchanging and imparting

Sustainable Features

Air purification technology • enhanced LED lighting • natural daylighting • solar panels • condensation recycled to fluid cooler – reducing water utility • height increases from south to north preventing shadows on lower roof panels

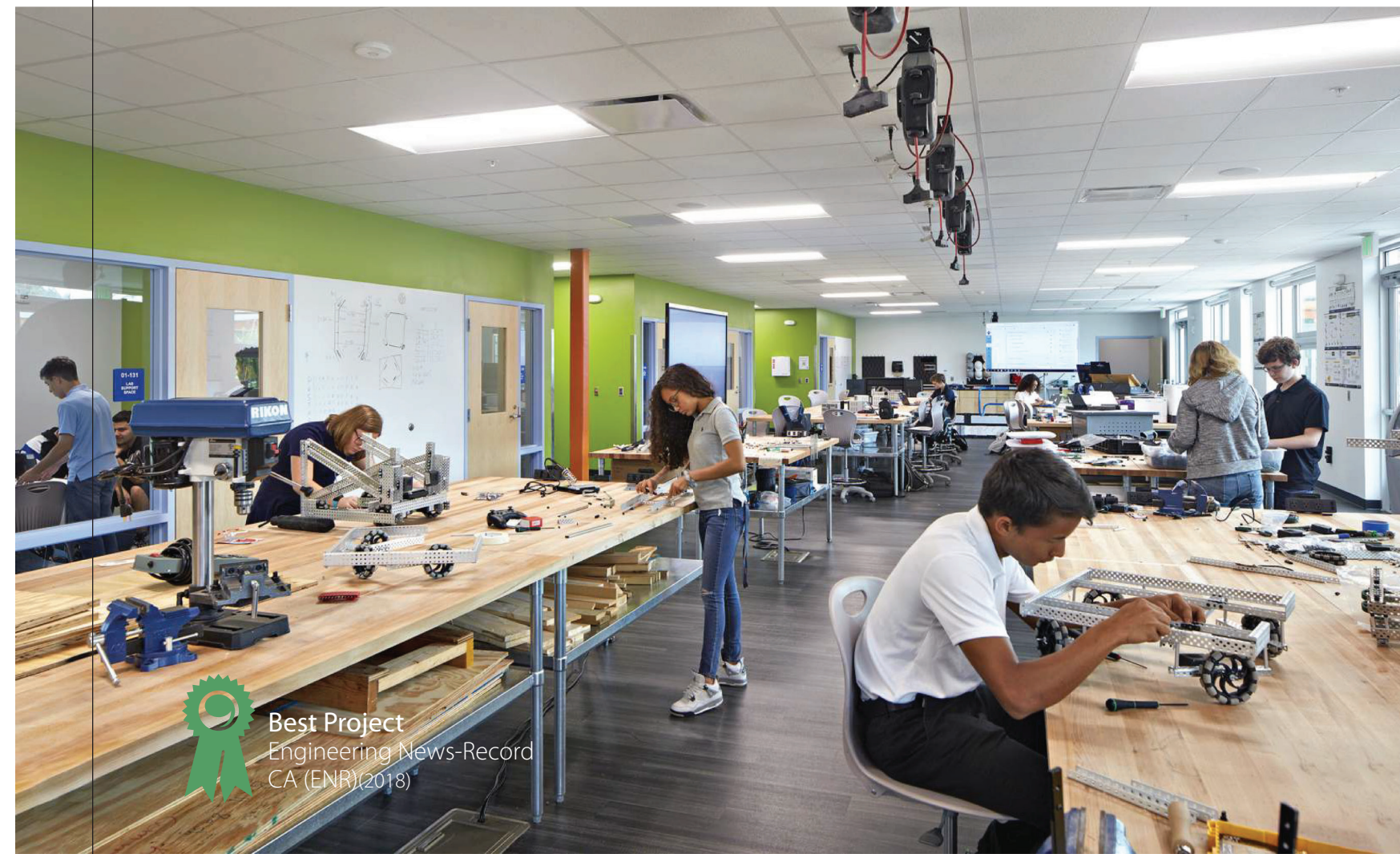
California State University Associated Students Sustainability Center

Northridge, CA

- › Home to the Institute for Sustainability, serves as an example of energy efficiency and sustainable design
- › Achieved LEED Platinum, Living Building Challenge, Net-Zero Energy and Net-Zero Water certifications

Sustainable Features

Glazing systems • enhanced insulation • durable and sustainable cladding • cool or green roof systems • natural daylighting • 25kW photovoltaic system containing 100 solar panels on roof of recycling building • drought tolerant landscape includes bioswale • graywater irrigation system connected to onsite showers and lavatories • solar thermal hot water system • vacuum composting toilets



Best Project
Engineering News-Record
CA (ENR) (2018)

Affiliations:

Gilbane has affiliations with multiple organizations dedicated to sustainability and transforming the built environment, including:



Adlai E. Stevenson High School East Building Addition
Lincolnshire, Illinois

Building Social Impact

Since its founding, Gilbane has been driven by a singular purpose to help our clients and communities thrive. This commitment extends beyond the buildings we deliver. We believe Gilbane is a vibrant company because we invest in our people and our partners and promote economic inclusion in support of developing stronger communities. We commit ourselves to inclusionary practices that support diversity, equity and belonging and promote the safety and wellbeing of those at Gilbane and throughout our industry.

At the heart of our ESG strategy is our commitment to social and community impact. We seek to harness our individual and collective resources to make the communities in which we live and work better for our families and neighbors.



Inclusion and Diversity Commitment

Through our Gilbane Cares philosophy and Core Values, we work together to create an inclusive culture, work environment, and business model that leverages the capabilities of our diverse employee population, vendors, and trade contractors in order to deliver greater value for our employees, clients, and our communities.

The importance of Caring and connecting with our communities through inclusion and diversity has never been more important. Our family culture is sustained by embracing inclusion, equity, diversity and belonging.

As a family company, we put our people first. Inclusion ensures that our people, who are our greatest resource, have a voice and the freedom to be their whole selves. We are creating a safe place, where our people can be authentic and are empowered to grow and contribute to their full potential.

To reach our vision and goals, we have built an inclusion and diversity strategic plan by listening to many voices at all levels of our company. Our strategic plan will advance diversity and equity within our company and among our trade partners. It will create an even more inclusive work environment and support the needs of our clients and our communities.



Inclusion and Diversity Strategic Plan Five Pillars of Focus:

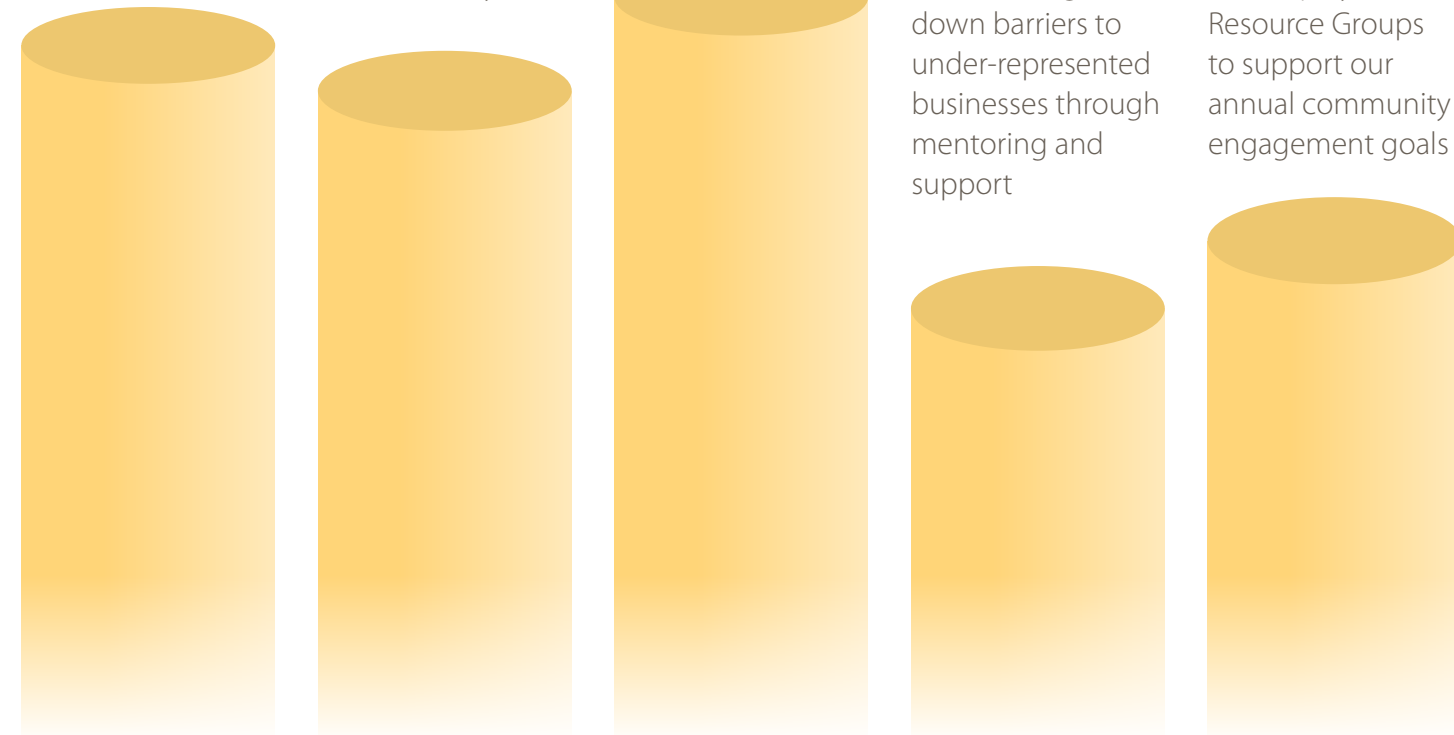
Ensure leadership commitment and accountability – through focused accountability at all levels of leadership and a working environment where everyone feels they belong

Create a more inclusive work environment – by building and sustaining an inclusive culture that roots out bias and drives individual empowerment and accountability

Achieve greater workforce diversity – through targeted recruiting strategies and accelerating the development of diverse professionals

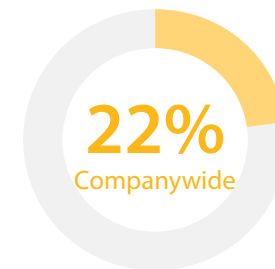
Lead in building economic inclusion – by increasing diverse business and workforce participation, contractual commitments to our partners and breaking down barriers to under-represented businesses through mentoring and support

Enhance and expand our community involvement – by establishing a comprehensive and cohesive community engagement model across the enterprise, leveraging our Employee Resource Groups to support our annual community engagement goals



Companywide Workforce Diversity:

We know there is work needed to build a more diverse workforce at Gilbane and across the construction industry. Targeted talent attraction strategies and focused efforts on development of our diverse employees are key focus areas. Gilbane has set a goal to increase the percentages of ethnically/racially diverse and female employees by 50% over 2020 levels.



Ethnically and Racially Diverse



72% Men 28% Women



Veteran

% as of 12/31/2021

Non-Craft Construction Industry Workforce Diversity:

Women: 24% Ethnically and Racially Diverse:
Men: 75% 22% Diverse
75% White

*Construction industry median headcount data sourced from the PwC CPEG Workforce Survey 2020 data. 1% declined to disclose gender and 3% declined to disclose ethnicity.

**Gilbane recognizes that gender identity is non-binary. Gender reporting currently available for categories of women and men.

Belonging and Community at Gilbane

Gilbane's Employee Resource Groups (ERG) are employee-led teams that create a space for people to problem-solve, innovate, develop, and showcase their leadership skills. Our ERGs provide support in enhancing career development and contribute to overall personal development for our employees. The goal of our ERGs is to make our employees feel included, appreciated and heard. Each ERG has a mission focused on a specific demographic, but Gilbane and the ERGs welcome and encourage any employee to join as an ally.

The ERGs build a sense of community and belonging for our employees by connecting them in professional and social ways. The ERGs also influence processes like recruiting, career development, community outreach, and business strategic initiatives. The ERGs set goals that align with Gilbane's business objectives helping advance our organization in a forward-thinking and positive way. They have been instrumental in increasing competitiveness and our ability to innovate for the communities we build.



Our Employee Resource Groups:

Asian Professionals in Construction (APIC): A resource to our Asian, Asian American, Pacific Islander communities and allies in promoting individual voices and building a sense of belonging.



empower: A global platform which connects, attracts, and inspires women to thrive and excel in their personal and professional lives.



Gilbane Young Professionals (GYP): A community that engages our younger generation of employees, elevating their voice.



Hispanics Organizing Leaders @ Gilbane (HOL@): A visible and trusted resource, promoting Hispanic culture and inclusion for employees and throughout our community and industry.



Military Advantage: A resource that cultivates knowledge and builds capacity for service men and women at Gilbane and across the industry.



PRIDE: A group that champions actions that provide inclusivity of and promotes visibility for the LGBTQIA community.



UJIMA: A community of Black/African American employees and advocates fostering an inclusive culture by providing opportunity and a voice across Gilbane and the construction industry.



ERG Goals

- Increase employee engagement
- Advance recruiting efforts
- Develop mentorship programs for new hires and interns
- Provide continuous learning opportunities and resources to develop employees personally, professionally, and culturally
- Increase allyship across ERGs

Courageous Conversations

By guiding employees through difficult topics, our ERGs help expand thinking by providing additional frames of reference. Learning about different perspectives and engaging in conversations helps our people become change agents and thought leaders.

HOL@

HOL@ holds a bi-annual session titled "Let's Talk About Race" (LTAR). The objective of this session is to create a space to discuss topics such as race, racism, advancement, equity and opportunities from the LatinX experience. The sessions aim to bring a cross-section of the company together ensuring representation for everyone. These tough conversations require openness, the ability to work through discomfort and to express views in a non-combative manner, while listening without judgment.



UJIMA

One of the overarching goals of UJIMA is to promote and maintain the professional development of its members. The ERG aims to provide mentorship opportunities and events that engage and inspire people of color at Gilbane. UJIMA hosts annual roundtable discussions in support of this goal. Members companywide are surveyed to help develop questions that are shared with a panel of successful leaders at Gilbane. Concerns and questions regarding companywide inclusion are main topics addressed by a panel of executive leaders.



Inclusion & Diversity Council

This council sets the overall direction and strategic priorities for inclusion and diversity efforts at Gilbane serving as an advisory council, influencing and advocating for an inclusive culture. Members of the council include senior leaders at Gilbane and the chairs and executive sponsors of our Employee Resource Groups.

Maximizing Economic Inclusion

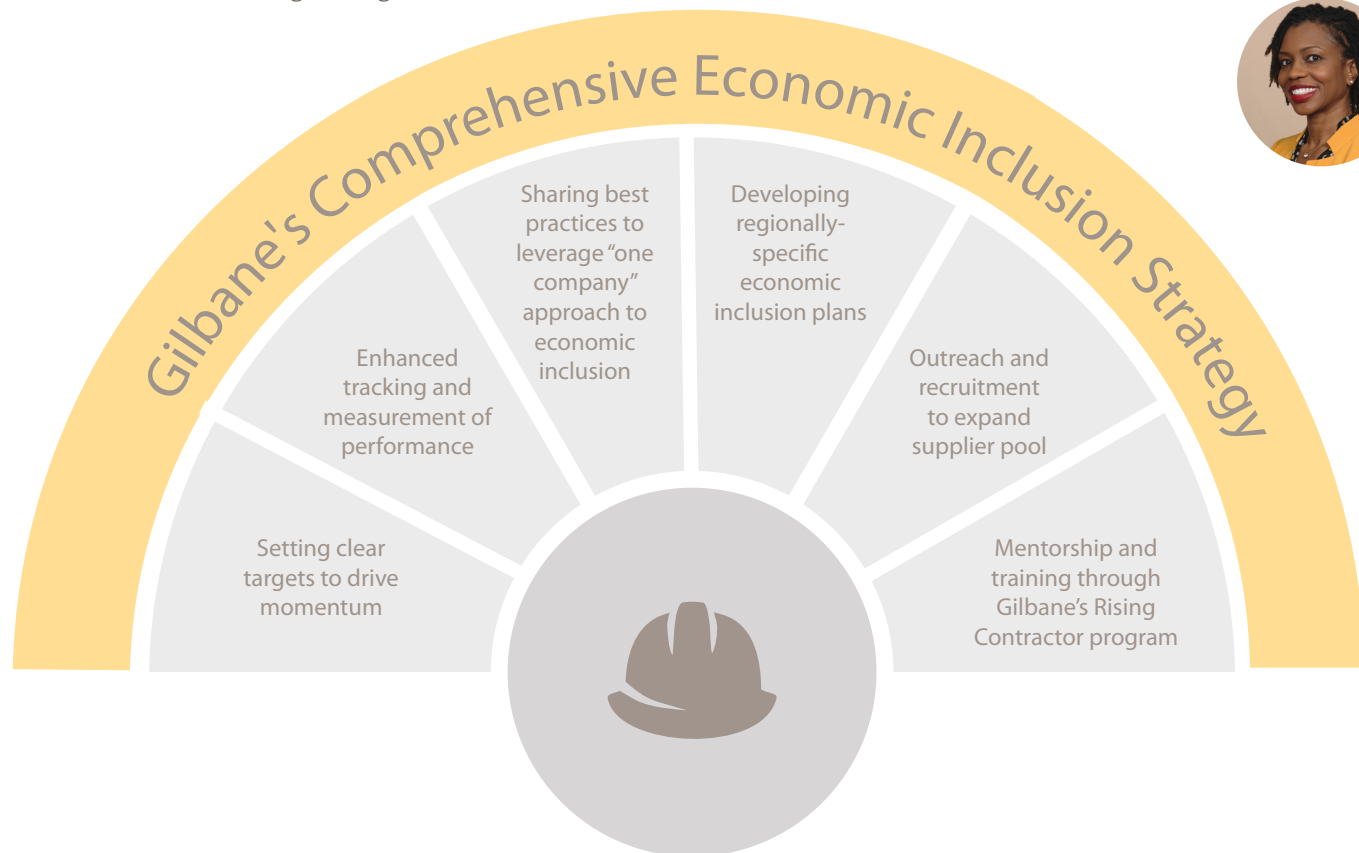
As a construction manager with a long-term view, Gilbane Building Company understands that our decisions today will reverberate through time. Commitment to economic inclusion today means a more equitable, robust construction landscape tomorrow. Gilbane seeks to maximize participation by diverse-owned businesses, including minority- and women-owned businesses (MWBs) and to have a diverse, local workforce on our construction projects. This commitment, which we call 'Economic Inclusion' (EI), is driven by our family-oriented company culture and Core Values. We aim to leverage our role as construction manager to ensure our projects have robust participation by diverse-owned businesses and their tradespeople, who represent most workers on our project sites.

The power that the construction industry has in moving the needle on economic inclusion is unique given low educational barriers and the ease of new business creation for many trades. It is our responsibility as builders to apply an economic inclusion lens to all we do, ensuring that our projects do well and benefit the communities in which we work and live. We recognize there is opportunity for growth and continuous improvement, which is why we assess, track, and report on our progress — a process that we believe will set a foundation for lasting change.

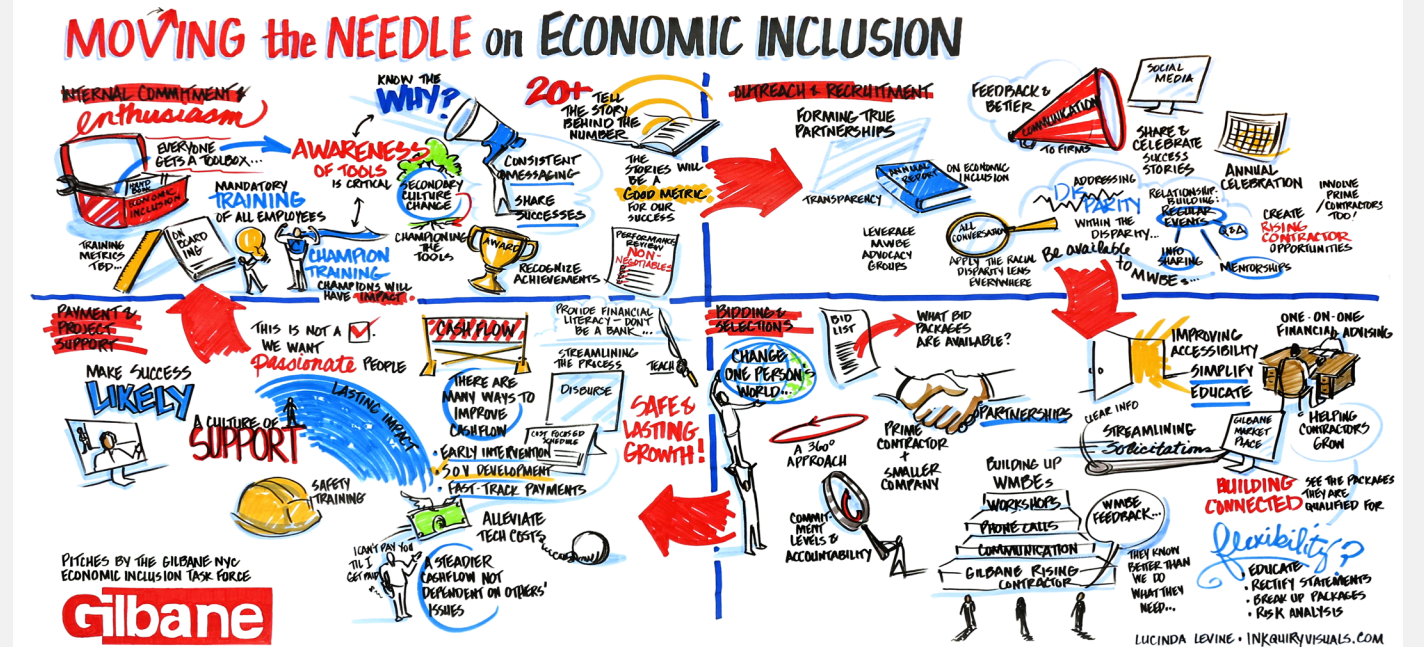
"Our goal is to build long-lasting relationships with our trade partners by sharing our knowledge and proven business principles. We want to set up these businesses for success through mentorship and in turn, strengthen the diversity and competitiveness of our supplier pool."

Yvette Stevens

Vice President and Director of Economic Inclusion and Community Affairs,
Gilbane Building Company



Gilbane Building Company has committed to generating **\$4 billion in awards to minority-, women-, disadvantaged, LGBTBE, and veteran-owned businesses** over the next five years (2022-2026).



Economic Inclusion Task Force (EITF)

Gilbane's New York City Business Unit created an Economic Inclusion Task Force (EITF) comprised of employees across different functions, to develop comprehensive and collaborative strategies for promoting economic inclusion across their division. The primary aim of EITF is to turn thought leadership into results.

The task force held its first session in Fall 2020, a time of reckoning. It followed a summer that saw the largest social justice movement in history, a time when companies were making pronouncements that ranged from condemning racism to committing to taking concrete actions to promote change. Meanwhile, Black-owned businesses, which already had a disproportionately low share of industry participation, were disappearing at an alarming rate as the pandemic ravaged minority communities in NYC.

The EITF has established a road map for implementation and improvement including strategic initiatives for internal training, pre-qualification of contractors, bid packages, technical assistance, and communications including strategic initiatives for internal training, pre-qualification of contractors, bid packages, technical assistance, and communications.

Small and Diverse Business Participation in 2021



\$315M awarded with
7.1% participation



\$284M awarded with
6.4% participation



\$189M awarded with
4.2% participation



\$26M awarded with
0.5% participation

Gilbane's Economic Inclusion Programming

More than a Number: At Gilbane we strive to help our small and diverse contracting partners grow and achieve success. Our program aims to ensure:

- › Black-owned and Hispanic-owned businesses get ample access and opportunity
- › Firms local to the project get ample access and opportunity
- › Small and diverse businesses make up a meaningful part of our participation percentage, including regularly engaging firms new to Gilbane
- › Project teams provide a supportive environment that enables healthy growth for the small and diverse businesses with whom we work

In 2021, Gilbane Building Company set a **20% small and diverse business participation goal** across all of our projects. Our reinforced efforts to meet this goal has led to **\$812 million** awarded with **18.2%** participation.

"Gilbane's bold economic inclusion commitment is an important one for the construction industry as a whole. As we seek to build greater opportunity for minority contractors, we look to partners like Gilbane who are serious about building diversity and inclusion throughout their portfolio of projects."

Dan Moncrief, III

President,
National Association of
Minority Contractors



Gilbane Rising Contractor Program

The Gilbane Rising Contractor Program establishes strong partnerships with diverse contractors new to working with Gilbane, while enhancing participant competitiveness through a combination of knowledge-sharing and mentorship. To ensure the program serves as a connection to real-world opportunities, the curriculum focuses on strategies for winning work and performing successfully on job sites.

The program offers multiple benefits for participants including:

- › Working relationships with Gilbane personnel in key departments, such as purchasing and estimating
- › Intimate knowledge of “doing business with Gilbane” – from bid solicitation to project closeout
- › Step-by-step guidance on Gilbane’s pre-qualification process
- › Mentorship from a Gilbane project executive who serves as the participant’s internal champion
- › Feedback for unsuccessful bids to ensure participants learn from the process

Since launching in October of 2020, 138 contractors have graduated the program. The number of Gilbane regional divisions participating in the program has increased with each iteration.

Economic Inclusion Playbook for Operations

Programs are great, but to achieve results on the ground, project teams need to be aware of how to promote economic inclusion and empowered to deliver results. The Economic Inclusion Playbook for Operations is a handbook that seeks to do precisely that. It codifies newly-established process and procedure and makes available multiple tools to ensure that compliance is not a heavy lift for project teams.

“I appreciate the fact that Gilbane is not just talking the talk about helping M/WBE firms, but acting on it by adding value through this program. I hope the Rising Contractor program becomes a model for other large firms.”

Wendy Peters
President of J.W.P Corp., a general contracting firm in New York



Local Outreach and Engagement

We utilize our outreach events, including project information sessions and network events, to drive local participation on our projects. We prioritize businesses located near active projects when accepting candidates into our Gilbane Rising Contractor program. Pride of workmanship is maximized when people have a hand in building their own communities. Outside of the environmental benefits with reduced commutes, there is a strong positive impact to the community when the economic benefits generated through construction are retained by local businesses and residents who then reinvest their money into the community.



Mentor-Protégé Relationships

Gilbane has a track record of developing successful mentor-protégé relationships. For example, a relationship with Boston-based JANEY Construction Management, was designed to provide developmental assistance to enhance JANEY's business and technical capabilities. The relationship also benefited projects and the community by employing skilled local minority residents.

Dearborn STEM ▶

Boston, MA

The first new school construction project in the Boston Public Schools in 15 years, Dearborn STEM is a model for future projects through the BuildBPS educational and facilities master plan. This \$62 million, 126,000 SF new middle/high school is a 21st Century learning space including a Fab Lab makerspace, outdoor collaboration areas and a four-story flexible learning commons.

Gilbane joined forces with JANEY Construction Management in which Gilbane provided meaningful guidance to enhance JANEY's business and technical capabilities to manage large scale projects, including hiring JANEY's superintendent and project engineer to work on this project.

The collaboration resulted in **40%** minority participation, **42%** participation of Boston residents, and **7%** female participation.



G.O. Services Workforce ▼

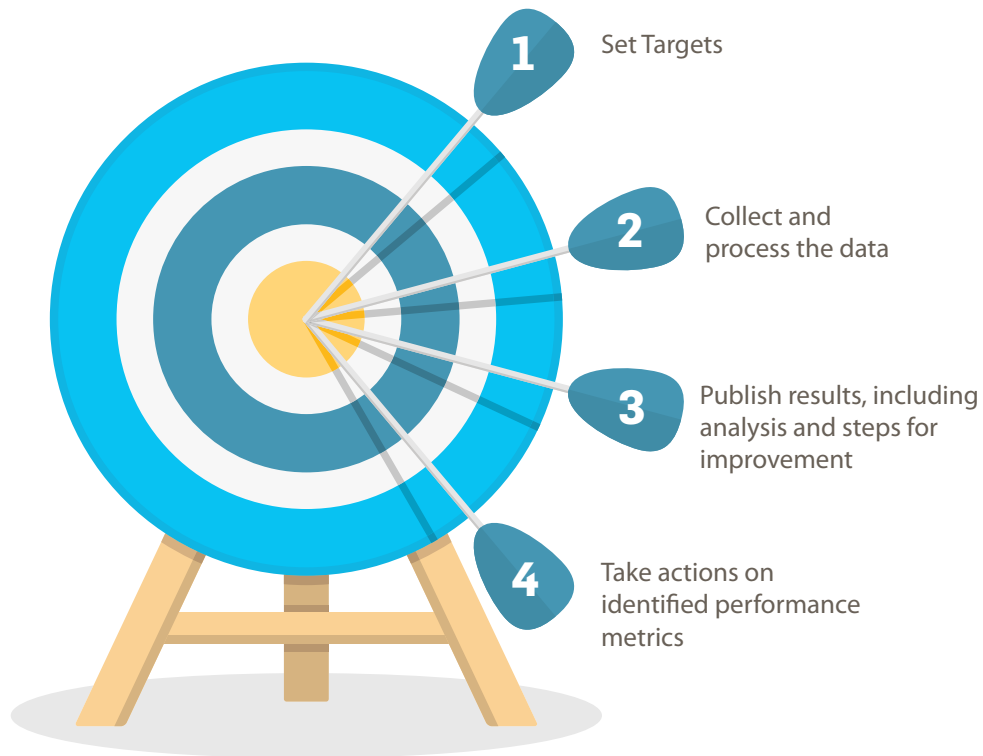
In July of 2011, G.O. Services, LLC was launched as a wholly-owned subsidiary of Gilbane Building Company to add another level of consistency in the field. From jobsite cleanliness to safety, G.O. Services hires highly-skilled and diverse workforce possessing a variety of construction skillsets including carpentry, laborers, operating engineers, and superintendents. G.O. Services is currently active in over 20 of Gilbane's business units and growing. This subsidiary is another avenue for pursuing strong economic inclusion, held to a higher standard for local hiring goals focused on residency, minorities, and females.



Enhancing Our Economic Inclusion Impact

This report demonstrates a new level of transparency—something we believe will drive positive change in our company and perhaps the industry. Often only public projects require reporting on diversity performance. As a result, the level of diversity in other sectors of construction remains largely unknown. Most reporting is limited to anecdotal data or data provided without the context necessary to evaluate it.

To fully report on economic inclusion, we are developing a basket of metrics beyond just the participation percentage. We need an assessment tool that provides a full picture. To develop this tool, we must first identify a set of metrics that accurately captures the impact we want to drive. Once identified, we need to establish benchmarks, either based on industry performance or our own past performance. Once metrics are identified and benchmarks are set, we will undertake a four-part process to strengthen performance:



"This project is more than just about adding another P3 to the portfolio. It wants to ensure the benefits of the project extend beyond buildings, to include scholarships, apprenticeships, and community businesses."

IJGlobal Judges Panel

Prince George's County Schools ESG Social Infrastructure Deal of the Year

Largo, Maryland

Gilbane Development Company and Fengate Capital Management are serving as the lead developer in a 30+ year public-private partnership for the design, build, finance, and maintenance of five new middle schools and a new K-8 school for Prince George's County Public Schools (PGCPS). Gilbane Building Company is serving as the lead Design-Builder for all six schools and is a member of the the Prince George's County Education & Community Partners (PGCECP) consortium.

The project's innovative approach to address aging facilities will create six new schools by July 2023. Through the initiative that supports approximately 8,000 students, PGCECP will design, build, finance, and maintain the new Drew-Freeman, Hyattsville, Kenmoor, and Walker Mill Middle Schools, as well as a new middle school and K-8 school in the Adelphi and southern areas of the county. This pioneering delivery approach is the first of its kind for a U.S. public school system and is designed to build new schools faster, cutting the delivery time in half with lower construction costs and preventative maintenance.

This delivery approach is designed to accelerate the delivery of critical school facilities, while advancing economic inclusion goals through diverse and local business utilization. Community benefits include the guaranteed procurement of **at least 30% of total eligible costs of the program to minority-owned businesses and community-based small businesses** that will serve as a much-needed economic stimulus.

In 2021:

- > Conducted **11 MBE** and county-based business outreach and matchmaking events
- > Awarded **\$49.7M** in contracts to MBEs



Creating and Leading Construction Inclusion Week

Each year, Gilbane dedicates a focused week to shine a spotlight on inclusion and diversity. This week is designed to celebrate everyday inclusion in all its forms, inspiring our practices and culture. The program promotes learning and sharing that extends throughout the year.

In 2020, Gilbane joined with other leading construction management firms: DPR, Turner Construction, McCarthy, Mortenson, and Clark Construction Group to create a consortium titled “Time for Change” with a single purpose to advance diversity, equity, and inclusion in construction. Through that effort, we worked to develop a new industry initiative – Construction Inclusion Week. Gilbane proudly chaired this inaugural event, October 18-22, 2021 with the theme “Building the Foundation for Inclusion.”

Topics for the week included:

- › Leadership Commitment and Accountability
- › Unconscious Bias
- › Supplier Diversity
- › Jobsite Culture
- › Community Outreach

Like “Construction Safety Week,” the event is designed to offer participating firms access to materials and resources to bring awareness to diversity, equity, and inclusion concepts for job sites, teams, and companies.

Gilbane Building Company joined forces with fellow firms because inclusion is so important to the future growth of our industry. We recognize that our industry stands to make the most progress when we work together to pool resources, champion change, and take bold steps to achieve common goals.

Nearly **1,300** large, medium, and small contractors, subcontractors, suppliers, and others engaged in Construction Inclusion Week 2021.



Our Approach to Total Safety

At Gilbane, it's important that the safety actions of our employees and colleagues are driven from choice, not just from formal compliance. The Gilbane Cares philosophy is built on the belief that everyone – our employees, clients, partners, and the public – deserves a safe, healthy, and secure work environment. Wellness and safety are paired with the recognition that the health of our employees impacts their ability to remain safe and injury free at work.

The risks across the construction industry are real, including the ones we cannot physically see. Creating both a physically and mentally safe space are critical when it comes to creating safe and productive work environments. Conversations about widespread issues involving depression, stress, anxiety, and substance abuse among construction professionals have recently become less stigmatized, but there are still critical steps that can be taken to help support mental health in the workplace.



Gilbane Cares Moment

As part of our culture, we start off every meeting with an individual sharing a "Gilbane Cares Moment." Each moment is a helpful tip, reflection, or reminder about being safe at work or at home.



Promoting Wellbeing

Gilbane is focused on the mental and emotional wellbeing of our employees and trade contractors. Given the prevalence of depression and opioid abuse in the construction industry, the promotion of mental health is a critical priority.

Gilbane's mental health resources and initiatives to reduce barriers and stigma to behavioral health treatment include:

- › Live Well program, a comprehensive employee assistance program that provides counseling and support for all kinds of challenges you face in life
- › Behavioral health co-pays are equal to primary care visits
- › Extensive training to employees for managing stress/anxiety/depression and recognizing mental health issues in the workplace
- › Mindfulness and stress reduction programs
- › Training to recognize issues like depression and drug abuse, and stock of "Naloxone Rescue Kits" to provide life-saving aid in the event a worker experiences an opioid overdose
- › Workday readiness reviews for subcontractors to discuss daily with their teams to help facilitate physical, mental, and emotional health check-ins
- › Deployment of counseling services to jobsites for all employees and subcontractors in the event of a serious incident.
- › An emphasis from our leadership on the importance of mental health.



2021 Construction Safety Week

Gilbane served as chair of Construction Safety Week 2021 – an industry-wide opportunity to join forces and strengthen the industry's safety culture and performance by sharing resources and best practices. Each year the campaign brings together over 70 national and global construction firms to inspire everyone across the industry to be leaders in safety. The celebratory week aims to raise awareness and communicate dedication to our shared culture of care.

Gilbane and the Construction Safety Week executive committee introduced the theme of Holistic Safety and helped drive awareness around the importance of both mental and physical wellbeing. The theme encouraged conversations surrounding mental health among Gilbane employees and trade partners. Education is the most powerful tool in helping to reduce the stigma surrounding mental health and improving the environments in which we all live and work. Construction Safety Week played a critical role in building relationships with our team and empowering them to bring their best and authentic selves to work every day.

"Wellbeing and safety are paired with the recognition that the health of our people impacts their ability to remain safe and injury free at work. We are committed to promoting holistic safety in the workplace because safety is a value and obligation that unites us across teams and the entire construction industry. It is through this commitment that we are able to ensure everyone can do their best work and return home safely to their families."

Rebecca A. Severson
Senior Vice President,
Director of Corporate Safety



5x

CISE Safety
Award Winner
Construction Industry
Round Table

Over
134,000
life-saving
interventions

2008-2021



In 2021
96%
of our projects had
zero lost time
injuries

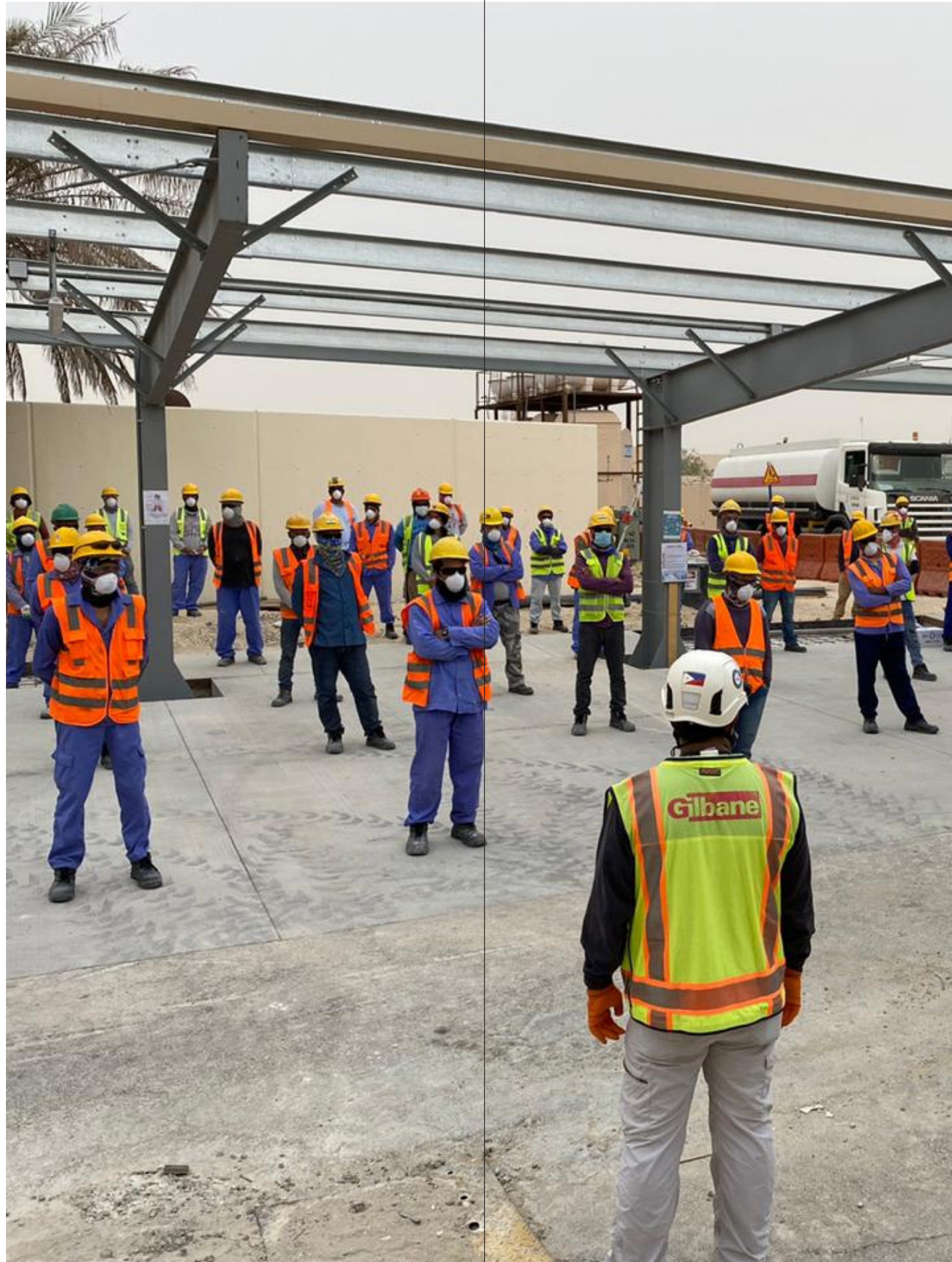


The Basics

Using mind and body to ensure total safety is critical. Through our progressive safety programs and techniques, we strive to ensure that all our operations are incident free. Our implementation of 'Gilbane Safety Non-Negotiables' is an example of ways we are helping our project teams stay consistent in safety practices across multiple locations. These non-negotiables help save lives and make our jobsites and offices safer every day.

Safety Non-Negotiables

-  6' fall protection
-  New worker orientation
-  SafetyNet inspection
-  Safety manager for critical trades
-  100% cut level #4 gloves
-  Stretch and flex daily by all
-  Short Service Worker Program
-  Safety briefing prior to any walk
-  Drug and alcohol testing
-  Reflective vests
-  Housekeeping and clean-up
-  Safety toed footwear
-  Hard hat
-  Safety glasses



COVID-19 Response: Safer Together

Since the outset of the COVID-19 pandemic, Gilbane has deployed risk mitigation, response, communication, and business continuity strategies to maintain the health and safety of our people, subcontractors, clients, partners, and the public. A special task force was formed to continuously monitor public health information and business implications, ensuring the support of our people and our projects.

Each member of the pandemic task force represents a core functional area and/or geographical division for each phase of the pandemic. The task force includes representation from Crisis Management, Legal, Finance, Risk Management, Human Resources, Corporate Safety, Supply Chain, Communications, Information Technology, and key operational leaders. All members of the task force are trained and understand their roles, responsibilities, and authority levels. Key actions and detailed tasks are outlined for each function and corresponding pandemic phase as guidance to produce proper communications, alerts, and prioritized actions. In response to the COVID-19 pandemic, the task force established a Coronavirus hotline and email; an internal portal to keep employees informed; operations resources for clients, trade contractors, and business partners; and office and job site health and safety protocols.

The task force continues to monitor COVID-19 developments, overseeing and deploying new policies as needed with the goal of preventing the spread of the virus.



Helping our Employees Live Well

In keeping with our “People First” vision, Gilbane offers benefits focused on the health and wellbeing of its people, recognizing that they are our most important resource. Our comprehensive benefits package also includes benefits focused on Total Wellbeing. When employees are happy and healthy, they can bring their best selves to work and their best work to Gilbane and our clients.

Wellness Program

Our Wellness Program is designed to support employees’ occupational safety, mental/emotional wellbeing, financial wellness, and physical wellness. Broadening our focus helps our employees achieve and maintain their best life at work and at home. Additionally, Gilbane places a special emphasis on enabling support for employees who are caregivers – whether they care for children, parents, other family members, or pets.

Financial Benefits

As a family-owned and -operated company, Gilbane recognizes the importance in investing not only in our employees’ overall health, but their future. Financial stability is critical to the overall wellbeing of our employees and their families. We cover an array of financial support services including retirement support, financial coaching, insurance coverage and education.

“Our wellness program aims to help employees adopt behaviors that improve their health and wellbeing, creating a healthier and happier workforce. Implementing a holistic approach to our Wellness Program allows for an effective way to educate our employees on the value of creating healthy habits and establishing wellness goals that will positively change their lifestyle”

Katherine Johnson
Senior Vice President, Chief Human Resources Officer

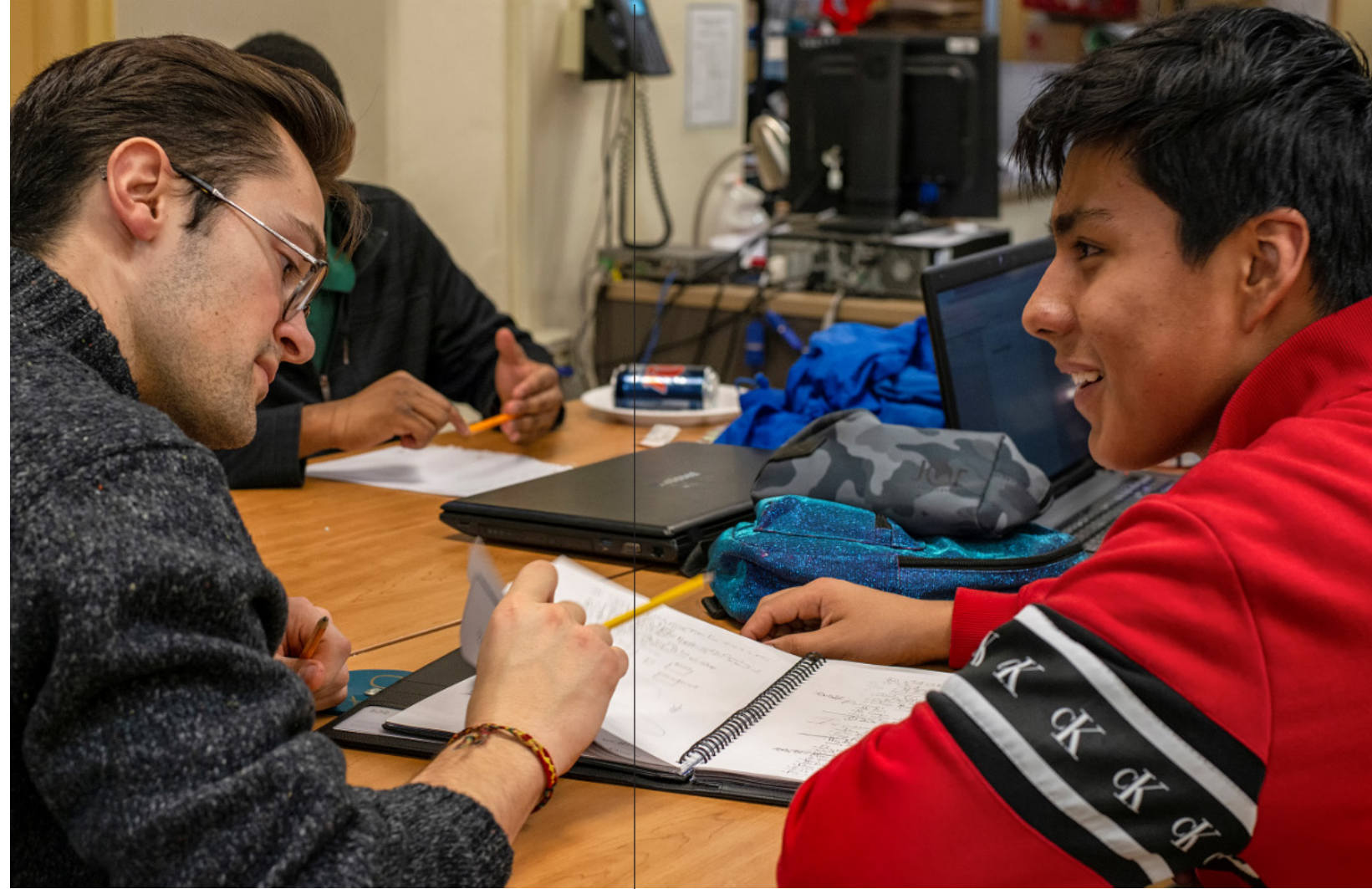


Building More Than Buildings.® Building Communities.

A house becomes a home. A student's dream becomes a reality. A family enjoys a healthy meal together. A community comes together in support of our environment.

This is what drives our passion to support organizations in the communities in which we live and build and is the cornerstone of our Building More Than Buildings philosophy.

While our business involves strengthening the communities around us through infrastructure, our goal is to strengthen those same communities through volunteerism, corporate giving and meaningful partnerships. Our team is dedicated to contributing to the overall quality of life in our communities through active involvement in many charitable, educational, and local organizations. We encourage and support every team member to care and to become involved, with the ultimate goal of stronger communities throughout the world.



ACE Mentorship Program

The ACE Mentor program aims to engage, excite, and enlighten high school students to pursue careers in architecture, engineering, and construction through mentoring and continued support for their advancement into the industry. With active mentorship programs in **18 states** and **over 40 cities**, Gilbane mentors' commitment to the program helps ensure ACE students gain hands-on industry exposure, while supporting future career development and economic inclusion.

Over 100 active ACE mentors, volunteers, and board members.



United Way

Gilbane enjoys a long-standing partnership with the United Way, donating annually and actively volunteering across the country. This corporate partnership allows Gilbane employees to engage in community events that are most meaningful to them, through coordinated giving, community events, and volunteer efforts that strengthen the communities in which our team members call home.

In 2020, our people donated **over \$559,000** to the annual Gilbane United Way giving campaign.

Global Company with a Local Commitment

Each year, in regions throughout the country, teams organize charitable golf outings in support of local organizations. In 2021, we raised **\$1.08 million** for local charities across the nation. Additionally, our ERGs and local offices organize volunteer events, food and coat drives, and more as part of our Gilbane Cares commitment.



Matching Gift Program

Gilbane believes that our education and healthcare institutions are cornerstones of our communities. The company offers a matching gift program in support of its employees' community involvement. Gilbane provides a **50% match** of an employee's donation to non-profit hospitals, private and publicly supported K-12 schools, universities and colleges including graduate and professional schools.



South Florida Golf Tournament to raise money for the Jupiter Medical Center Foundation

Mid-Atlantic 7 Day Community Service Challenge

From July 21 – 28, 2021, employees from across Gilbane's Mid-Atlantic offices volunteered in their local communities. During this time, over 190 Gilbane employees volunteered from Philadelphia, to Baltimore, to Washington, D.C. Over 30 organizations were identified by our employees based on different local organizations that are making an impact in the communities they serve. The volunteers had meaningful community experiences like serving meals to the homeless, performing maintenance on local trails, building pantry boxes, and so much more.



Governance at Gilbane

We are committed to conducting our business honestly and fairly, in compliance with laws and regulations applicable to our business. We are guided by our core values, Code of Ethics, and policies and procedures. Our corporate governance structure, including the Board of Directors, ensures the highest business standards possible. We are proud of the guidance our Board provides in promoting ethical standards and a unified, consistent approach that honors our core value of integrity.



Our Governance and Business Ethics Commitment

Every employee should be treated with respect, dignity, and courtesy. Gilbane is committed to providing its employees with work environments that are free from inappropriate behavior, discrimination, harassment, and unlawful workplace practices. Likewise, through our Code of Ethics, we establish clear expectations and standards for our employees' ethical behavior in a manner that reflects our Core Value of Integrity.

We believe that it is equally important for our partners, subcontractors, and vendors to understand our requirements, and that they follow the highest ethical standards outlined in our Vendor Code of Conduct. We have also established a system of checks and balances to manage our operations and to ensure compliance with our standards. Ultimately, our goal is to safeguard our employees, clients, partners, assets, and operations while ensuring the highest quality of service.



Glynn F. Aeppel

Richard K. Allen

Edward T. Broderick

Robert L. Dixon

John R. Galvin

Robert V. Gilbane

Thomas F. Gilbane, Jr.

Thomas F. Gilbane III

William J. Gilbane III

Christie B. Kelly

J. Bonnie Newman

William R.C.

Board of Directors

Gilbane’s Board of Directors plays a critical role in our corporate governance structure, ensuring adherence to the highest business standards. Our Board includes world class, independent directors whose extensive expertise enables us to support our employees, clients, and shareholders.

Our Board committees provide external oversight to Gilbane’s corporate structure and includes:

- > Compensation and Governance Committee
- > Audit, Ethics and Safety Committee
- > Selection Committee

The Compensation and Governance Committee reviews our compensation and incentives programs, ensuring that they align with ethical performance and behavior. Our Audit, Ethics and Safety Committee sets the framework for Gilbane’s Internal Audit Department, establishing strict accountability for confidentiality and safeguarding records and information. The committee also provides continuous improvement guidance to our safety guidelines and trainings, and independent oversight of the Ethics and Compliance Program. The Selection Committee was formed to advise Gilbane through succession planning.







The Board embodies our Core Values and provides oversight and guidance to promote a strong ethical standard and a unified “One Company” approach in everything we do.

Audit and Accountability

Gilbane is committed to objective oversight of compliance and accountability through our Ethics and Compliance Program. The Audit, Ethics and Safety Committee consists of outside Board members who inform the framework of Gilbane’s Internal Audit Department. One of their main objectives is bringing a systematic and disciplined approach to evaluate and improve the effectiveness of Gilbane’s risk management, governance, and internal controls. Our internal audit activities adhere to the Institute of Internal Auditors’ (IIA) “Code of Ethics” and “International Standards for the Professional Practice of Internal Auditing.”

Our internal auditing efforts help us uphold the highest levels of corporate accountability by examining and evaluating the effectiveness of Gilbane’s system of internal control structure and the quality of performance in carrying out its responsibilities and stated goals and objectives. Ongoing monitoring ensures that new and evolving auditable areas are appropriately included.

The scope of internal audit includes, but is not limited to:

-  Reviewing the accuracy, reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information
-  Reviewing and appraising the effectiveness and efficiency with which resources are employed
-  Reviewing the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization
-  Reporting periodically on the Internal Audit Department’s purpose, authority, responsibility, and performance relative to its plan
-  Reviewing corporate, regional and project operations, and other activities to ascertain whether results are consistent with established objectives and whether operations are being carried out as planned
-  Assisting the Audit, Ethics and Safety Committee of the Board of Directors in exercising their fiduciary responsibilities, and apprising the Board of Directors, through the Audit, Ethics and Safety Committee, of any significant development warranting their consideration or action
-  Monitoring and evaluating the effectiveness of the organization’s risk management system, including controls over safeguarding of assets and, as appropriate, verifying the existence of such assets

Ethics, Compliance, and Trainings

Integrity has always been the cornerstone of Gilbane's values. We are committed to exercising fair and honest business practices in compliance with all applicable laws and regulations. In addition to being guided by our core values, Gilbane expects every employee to abide by its Code of Ethics, Employee Handbook, and relevant policies and procedures. Likewise, our Vendor Code of Conduct established clear standards for ethical conduct by our partners, subcontractors, and vendors.

Gilbane's workplace compliance trainings are designed to help employees understand the company's standards and expectations so that we can operate at an optimal level. As workplace laws and regulations constantly evolve, it is critically important to keep up to date with ongoing trainings. Our internal compliance trainings cover aspects such as safety, security, wellbeing, and ethics. We truly believe that being fully compliant in these areas will result in a better working environment for our people.

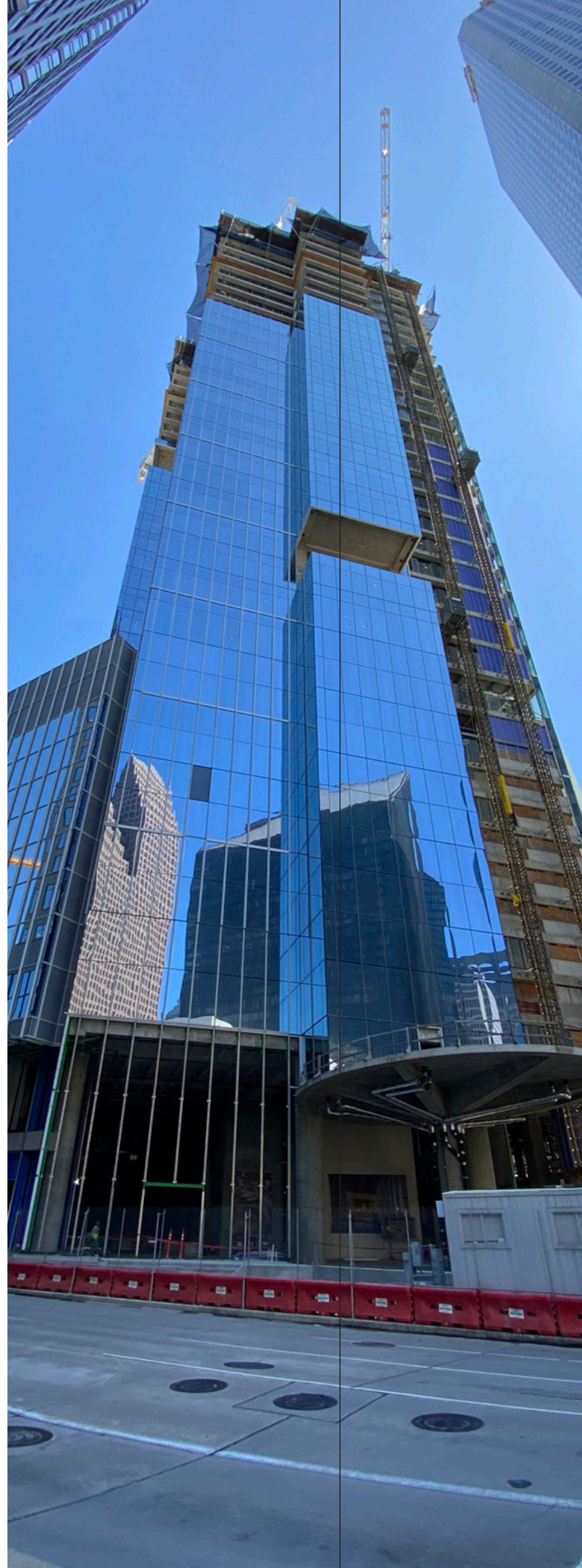
Annual Compliance Courses:

- › Cybersecurity Awareness
- › Workplace Harassment Prevention
- › Workplace Violence Prevention (managers only)
- › Ethics Curriculum

Onboarding Courses for New Hires:

- › Staying on the High Road: Ethics at Gilbane
- › Incident and Injury Free Orientation
- › Engaging Inclusion and Diversity
- › Blocking and Tackling (risk management course required for field employees)
- › Distracted Driving Awareness
- › Online Safety Orientation
- › OSHA 30 Hour Curriculum
- › Respirable Crystalline Silica in Construction for the Exposed Worker
- › NFPA 70E Electrical Safety
- › Alcohol and Substance Abuse Awareness

All of these courses are readily available to employees year-round through Gilbane's educational dashboard, GUIDE (Gilbane University Individual Development and Education). As Gilbane's flagship internal talent and development organization, Gilbane University strives to build better builders by taking a long-term view of our employees' career paths to ensure that they can reach their full potential. Gilbane University allows our people to learn what they want to learn, how they want to learn it, all at their own pace.



Policies and Procedures

Gilbane has policies and procedures in place to help ensure a safe, healthy, and ethical workplace for Gilbane's employees, its subcontractors, suppliers, clients, and community members. These policies are continuously reviewed and updated as appropriate. Gilbane has a formalized approach for protecting human rights including a zero-tolerance policy for human trafficking and procedures for reporting concerns. At the Gilbane Federal level, we implemented a Combatting Trafficking in Persons (CTIP) Compliance Plan.

Gilbane Building Company contractually requires suppliers, including labor agencies, to comply with current labor laws, regulations, and industry standards.

Political Activity

Gilbane encourages all employees to participate in the political process and to support candidates and causes of their choice. Political activities are prohibited in our offices and on our jobsites, but we support our many employees who hold civic positions and are otherwise engaged in the communities in which they live and in which we work. Gilbane is vigilant to ensure compliance with all of the laws and regulations governing our political engagement as a company while providing a workplace for our employees that is free from political conflict.

Gilbane Ethics Hotline

Our Ethics Hotline is available 24 hours a day, 365 days a year. The hotline is operated by an independent third-party company, providing callers with a confidential means of reporting violations of the code of ethics and addressing concerns or questions about improper behavior or ethical issues on our jobsites and in our offices around the world. Callers can file anonymous reports or complaints, if they choose, and all reports are promptly investigated.

Posters are distributed to all Gilbane offices and jobsites nationally and internationally, positioned in highly visible and communal spaces for optimal exposure.

See it? Hear it? Suspect it?

Report It!

Gilbane Ethics Hotline | Zero Hate Work Zone

Reports may cover but are not limited to the following topics:

- Alcohol and Substance Abuse
- Bribery and Kickbacks
- Conflict of Interest
- Discrimination/Harassment
- Ethical Violations
- Falsification of Contract, Reports or Records
- Fraud
- Hate/Bias-Motivated Event
- Improper Conduct
- Internal Controls
- Misuse of Company Property
- Quality of Service
- Sexual Harassment
- Theft
- Theft and Embezzlement
- Threats
- Unsafe Working Conditions
- Vandalism and Sabotage
- Violation of Company Policy
- Violation of the Law
- Wrongful Discharge

Gilbane Ethics Hotline:

- > Operated by independent third-party company
- > Provides callers with a confidential means to report violations of the Code of Ethics or to address other concerns or questions about improper behavior or ethical issues
- > Allows callers to follow-up on anonymous reports or complaints

Report Violations 24/7

Direct Dial:
English-speaking USA and Canada: 844-240-0004
Spanish-speaking USA and Canada: 800-216-1288
French-speaking Canada: 855-725-0002
Spanish-speaking Mexico: 01-800-681-5340
Chinese-speaking China: 400-720-9535

AT&T USA Direct
All other countries: 800-603-2869
(must dial country access code first)

www.lighthouse-services.com/gilbane

Gilbane

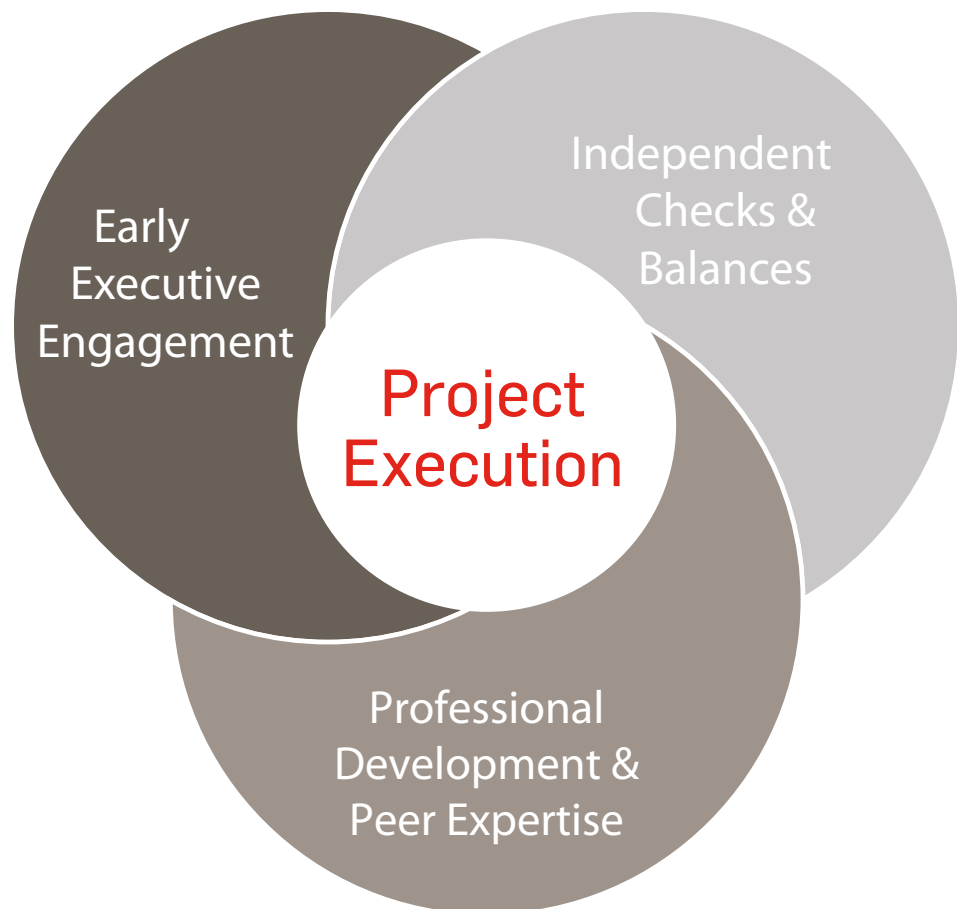
Global Checks and Balances for Risk Management and Operational Excellence

Risk management is a key component of Gilbane's culture, with the goal of safeguarding our employees, guests, assets, operations, and reputation. Gilbane is committed to the execution of our 'One Company' vision, strategy, and business plan with an effective risk mitigation plan to help identify, assess, mitigate, and report risks. In so doing, we protect our ability to implement our strategic, operational, and financial objectives successfully.

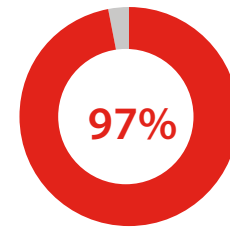
Our transparent approach to risk management focuses on operational excellence and customer advocacy in an innovative and constantly-changing business environment. We take the necessary steps to identify, monitor, and measure risk in a timely and lean manner.

We commit to an ongoing review, assessment, and determination of methods for enhancing:

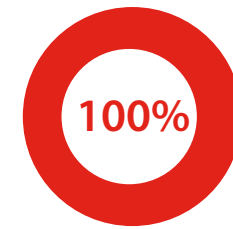
- > Compliance with standard execution elements across all projects
- > Communications
- > Overall accountability
- > Review and update of policies



Highlighted Data Points



of all client survey respondents rated us Meets or Exceeds Expectations over the last 3 years



of new playbooks issued are communicated to all employees via video snippets and tracked for compliance to ensure all are informed of policy

In **10 months** since the new playbook framework was deployed, **over 20,000** unique playbook views have been logged

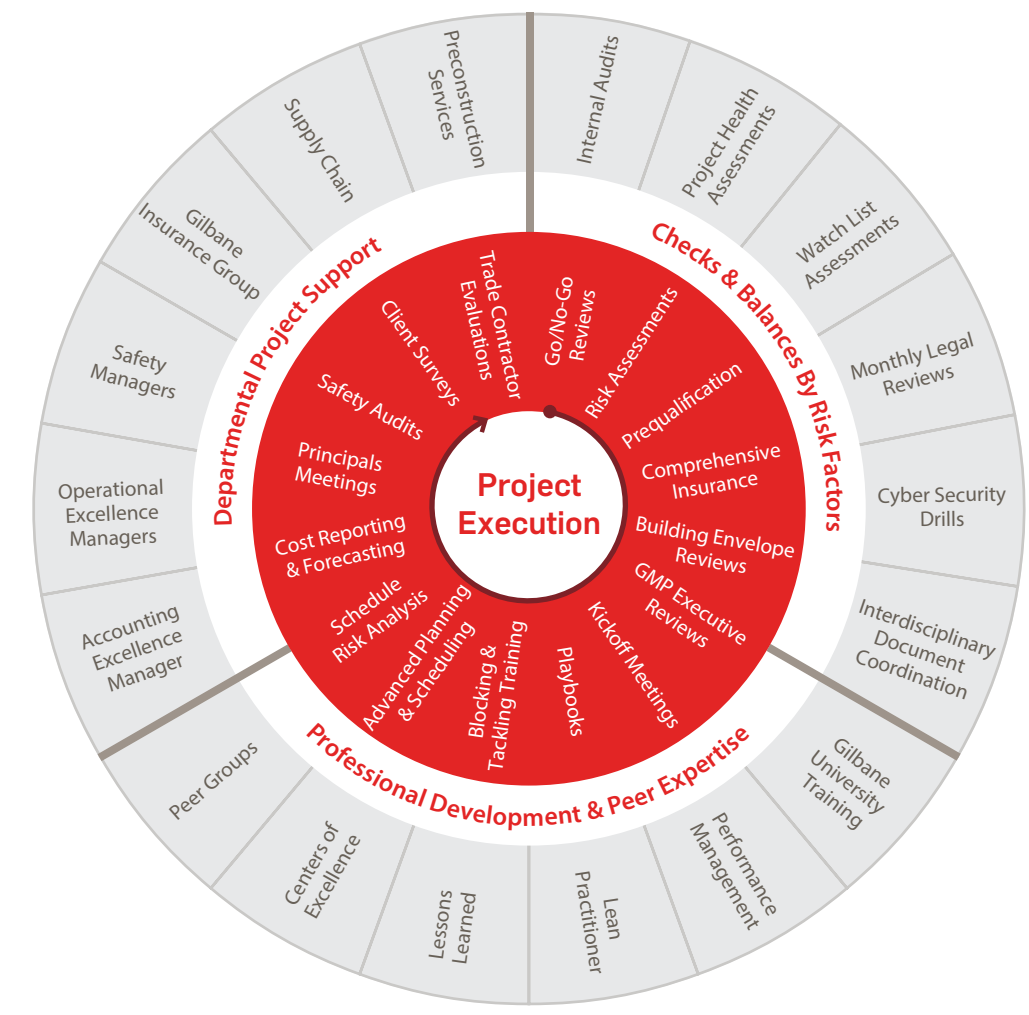
There were **52** innovation submissions in 2021, **up from an average of 20** in years past

Future Progress Measurement

- Employee engagement scores
- Fee erosion as % of total profitability
- Quantity and impact of Insurance claims
- Training and development by employee

Gilbane Building Company uses a multi-pronged approach to drive Operational Excellence:

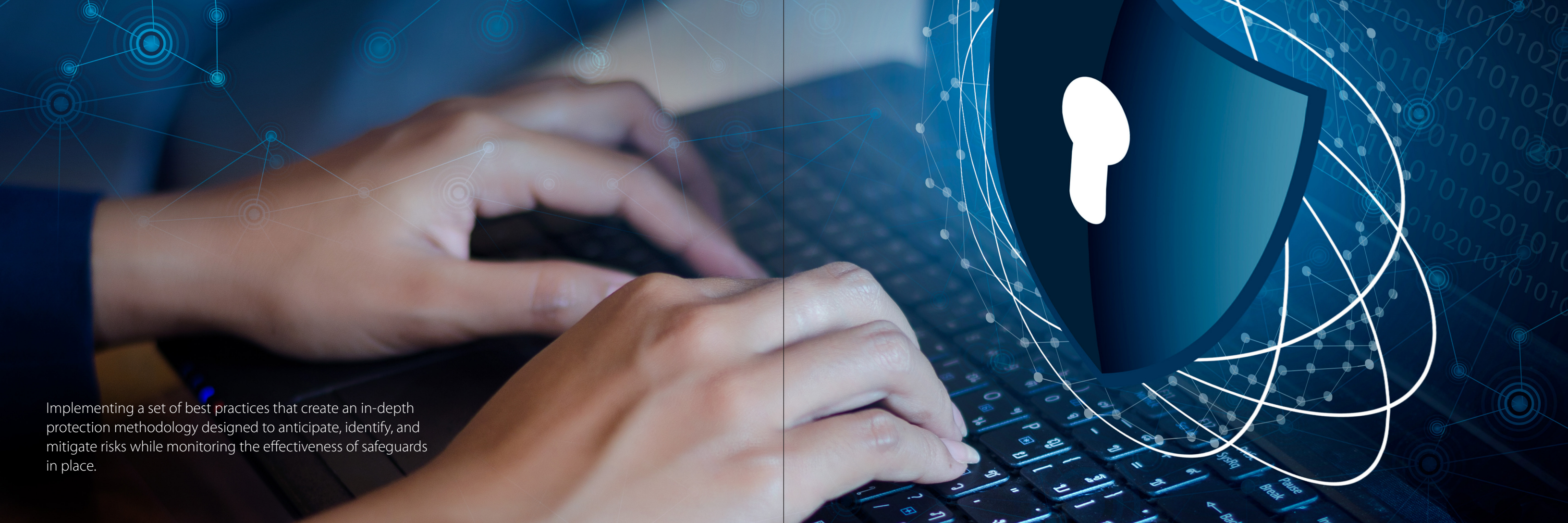
<h3>Professional Development and Peer Expertise</h3>	<p>The learning and growth opportunities available to all employees, which are vital in supporting operational excellence.</p> <ul style="list-style-type: none"> › Gilbane University, our flagship internal training and talent development program, and our Lean Practitioner Program provide the framework and resources for ongoing development at all levels of an employee's career › Peer Groups, Centers of Excellence, and our Lessons Learned database all facilitate knowledge sharing and identification of best practices in our core markets and delivery methods › Our comprehensive Performance Management Guiding Principles help drive a culture of continuous learning and development that creates career growth and opportunities for our employees, as well as success for the business and our clients
<h3>Departmental Project Support</h3>	<p>Provides our project teams with guidance and resources to execute successfully.</p> <ul style="list-style-type: none"> › Preconstruction Services, including Virtual Design & Construction (VDC), provide robust support in the early phase of a project where planning a project before construction begins is paramount › Gilbane Insurance Group supports programs by ensuring comprehensive risk coverage › Safety Managers oversee the safe execution of projects, mitigating the risk of incident and contributing to our commitment to an Incident & Injury Free (IIF) culture › Operational Excellence Managers and Manager of Accounting Excellence act as resources to help ensure project execution in accordance with policy and best practice
<h3>Independent Checks and Balances</h3>	<p>Occur throughout the lifecycle of the project. Project pursuits that represent the highest risk to the company require an extensive "Go/No-Go" review process, requiring executive oversight that incorporates monthly legal reviews. Internal audits and project health assessments spot check project execution elements and help to detect and respond to any compliance infractions.</p>



Project Execution and Engagement: The Gilbane Way

The Go/No-Go Review Process, including Risk Assessments, prevents pursuit of projects with unacceptable risk profiles and contributes to Gilbane's consistently high win rate. Once a project is awarded, there are multiple standard execution elements that contribute to successful project outcomes, high client satisfaction, and repeat work.

- › Our Prequalification and Trade Evaluations processes ensure partnership with the best trade partners.
- › Our Operations Playbooks provide guidelines and non-negotiable policy statements across all business processes and project functions.
- › We require kickoff and principals meetings for every project that document the path to successful completion and provide the guardrails to get there.
- › Advanced Planning and Scheduling leverage lean scheduling techniques and Schedule Risk Analysis ensures early and ongoing identification and removal of barriers that would affect adherence to schedule.
- › Cost reporting and forecasting monthly are key to open, transparent, and accurate financial communication to our clients.
- › Client surveys are sent to the owner/owner's rep and architect at various stages of the project, helping us to continually assess how we're doing and identify opportunities to improve.

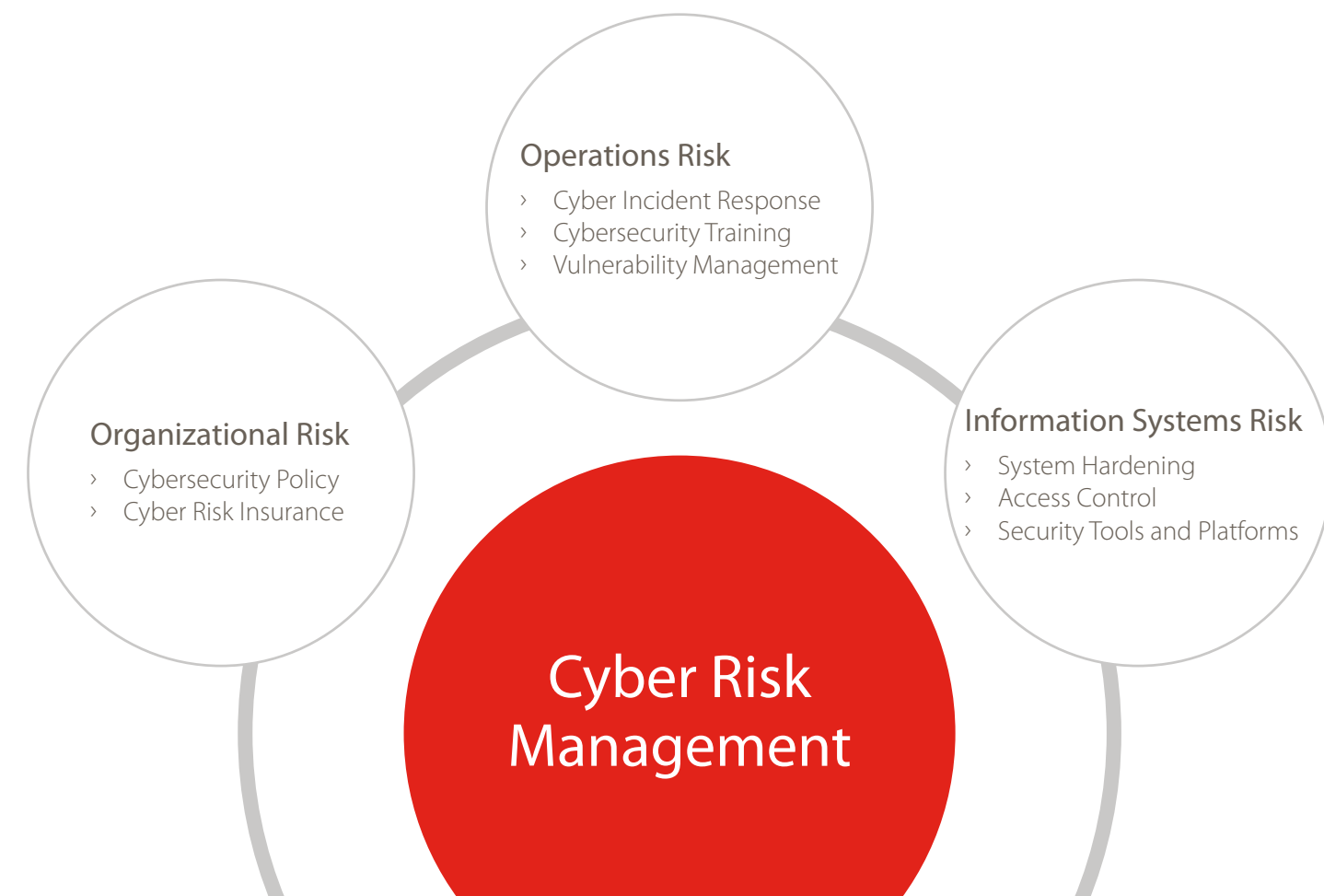


Implementing a set of best practices that create an in-depth protection methodology designed to anticipate, identify, and mitigate risks while monitoring the effectiveness of safeguards in place.

Resiliency through Cybersecurity

Over its 150-year history, Gilbane has adapted to new methods and technologies in construction, safety, and project management. Today's innovations in information technologies give our project teams much greater visibility and access to vital project design and specification documents from nearly anywhere within the cyber sphere. However, new technologies introduce new risks as businesses and industries grow more dependent on these new tools, and Gilbane is no exception. Gilbane considers the privacy and security of its clients, partners, and employees as paramount. The Gilbane Technology Group (GTG) and the Information Security team work every day to keep the IT infrastructure ready and available to meet the needs of all our people.

We have adopted and implemented security practices designed to protect the confidentiality and integrity of our clients' and partners' information. From the laptop to the data center, Gilbane follows a risk reduction strategy by deploying cybersecurity safeguards in technical, operational, and policy environments, even as we adopt and implement new technologies to gain new efficiencies and cost savings for our customer community. We draw upon the National Institute of Standards and Technology (NIST) Cybersecurity Framework, a set of best practices that outline protection objectives and safeguards at all tiers of the IT infrastructure to create an in-depth protection methodology designed to anticipate, identify, and mitigate risks while monitoring the effectiveness of safeguards in place.



Investing in Our People

The heart of Gilbane is our people. Since our founding, every project, innovation and important milestone has been made possible through investing in our people. For two decades, our award-winning Gilbane University (GU) has provided our employees with targeted skill building and development opportunities for all roles within the company, allowing people to grow their careers in meaningful directions. The variety of virtual, in-person and self-guided video courses are designed to engage and encourage continuous learning to achieve career goals at everyone's own pace.

Leadership Development

A significant focus of the company is the development of our people managers. Our Manager Essentials program and our recent Good Managers to Great Leaders initiative, provides people managers with the tools they need to build and lead highly effective teams and create a loyal and engaged workforce.

To enable our leaders of the future, we offer two flagship development opportunities, the Management Candidate Acceleration Program (MCAP) and the Gilbane Leadership Development Program (GLDP). For early career leaders, MCAP offers an intensive two-year experience that provides experiential learning to help master technical and leadership skills in a variety of operations roles. For leaders with the performance and potential to run business units or departments in the future, the year-long GLDP fuels the next level of growth. After completing personality and leadership assessments, participants attend a multi-day training retreat at Babson College, engaging in peer and executive networking and development sessions on topics such as strategic decision-making, innovation, inclusive leadership, and emotional intelligence. Participants then spend nine months executing action-learning assignments, solving real business problems.

Gilbane's recent implementation of a Learning & Talent Management system integrates Performance Management, Employee Engagement and Succession Planning as a combined resource for all employees. The platform is designed as a one-stop-shop throughout the employee life cycle - from new hire through senior executive.

Employees averaged over

32

hours
of training in
2021

Developing the Best in our People

Our performance management function focuses on Gilbane's guiding principles for creating meaningful, outcomes-based solutions that fit into employees' everyday activities. Our employee engagement program, in partnership with our People Analytics team, delivers key insights needed to move our business forward while providing the best employee experience possible. A thoughtful approach to succession planning provides our people with the resources to grow and develop their careers, instilling confidence in their skill sets and a sense of pride in the role they play within the organization.

Highlights of our career growth and development programs include:

- > Gilbane University
- > Manager Essentials
- > Good Manager to Great Leader
- > Management Candidate Acceleration Program (MCAP)
- > Gilbane Leadership Development Program (GLDP)
- > Mentoring
- > Tuition Reimbursement Program

"Gilbane makes a strategic commitment to create 'lifelong learners' by providing the content, tools and resources our employees need to develop their skills and reach their potential."

Kevin Clancy
Vice President, Enterprise Learning
and Talent Management



Building a Culture of Innovation - #GilbaneInnovates

At Gilbane, we define innovation through our commitment to deliver shared value for our clients, partners, and our people. We continuously innovate to address industry and client challenges, operational deficiencies, and inefficiencies with scalable solutions that benefit all stakeholders. Our Lean approach to problem solving is applied to our innovation methodology to unleash innovation whether it be incremental process improvement, investment or utilization of technology, the use of AI, or transformational ideas and concepts.

Innovation Council

In an effort to unleash a culture of innovation at Gilbane, a group of creative thinkers from around the globe came together to form Gilbane's Innovation Council. Our Innovation Council consists of a diverse group of leaders representing all departments and service areas within the company. The council strives to create a culture where employees are empowered to promote knowledge sharing, improve efficiencies, and raise the bar for client satisfaction. Through its creation, the council breaks down barriers and provides a conduit for all employees to achieve new heights in innovation and a forum to showcase creativity and develop new ideas.

Innovation First Friday

As part of the council's commitment to driving new advancements and highest value outcomes, the platform "Innovation First Friday" was developed. This companywide forum held on the first Friday of the month celebrates innovations, emerging technology opportunities, and knowledge-sharing. The live, interactive programs help drive companywide communication and creativity, while encouraging a culture of innovative thinkers.

Innovator of the Year

The vision of Gilbane's Innovation Council is to ensure our people understand the impact they are having on the direction of the company. To bring this vision to life and help push forward ideas, the council established an internal awards program called 'Innovator of the Year'. The annual program invites teams to share innovations that address a real challenge and add value to the company or clients.



Over 50 entries submitted in 2021





Our ESG vision will be realized thanks to the caring and committed people at Gilbane. Thank you especially to the participation of the following individuals from across Gilbane who offered ideas and solutions to help launch our ESG strategy.

Niki Agomuoh, Clare Archer, Breanne Auxier, Bob Belcher, Christina Benoit, Jennifer Blair, Miguel Bremer, Matt Boyle, Christopher Calderon, Whybirt Cameron, Ray Campbell, Courtney Cannata, Katie Casey, Larissa Chevalier, Paul Choquette III, Don Conover, Sarah Cline, Mike Costello, Wes Cotter, Tara Crawford, Stacey Cummings, Heidi DeBenedetti, Steve Denaro, Ashely Eutis, Kristi Ferrara, Leah Fiore, Drew Gaskins, Dan Gilbane, Lynn Gillis, Alyssa Giron-Peralta, Brad Gordon, Max Hartman, Kelly Hoag, Rudaina Hussain-Tzimbal, Ryan Hutchins, Tadd Hilgendorf, Andrew Iaccarino, Bhini Jain, Adam Jelen, Katherine Johnson, Aaron Jones, Brooke Julian, Mattie Kahren, Tom Laird, John LaRow, Kerrell Lee, Robert Levalley, Jennifer Macks, Kavon McAdams, Michelle McClendon, Karen Medeiros, Edwin Montas, Rhonia Moreau, Stephanie Mueller, Jason Ohlsson, Kahlil Olmstead, Laura Onessimo, Meghan Pace, Suzanne Patron, Michelle Patterson, Jeff Park, Taylor Pedmo, Deb Pereira, Rikki Pollack, Ashley Phelps, David Lee Ping, Ato Pinkrah, Sara Mae Prentice, Jennifer Quinn, Lynn Rasic, Samantha Rems, Dan Reynolds, John Rooney, Sherman Schwartz, Shaik Sihabuddin, Rissa Senderowitz, Ryan Spotts, Yvette Stevens, Grant Stewart, Cheryl Sullivan, Porscha Toney, Linda Valenti, Naeisha Williams, Jim Willis, Mark Winslow



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