

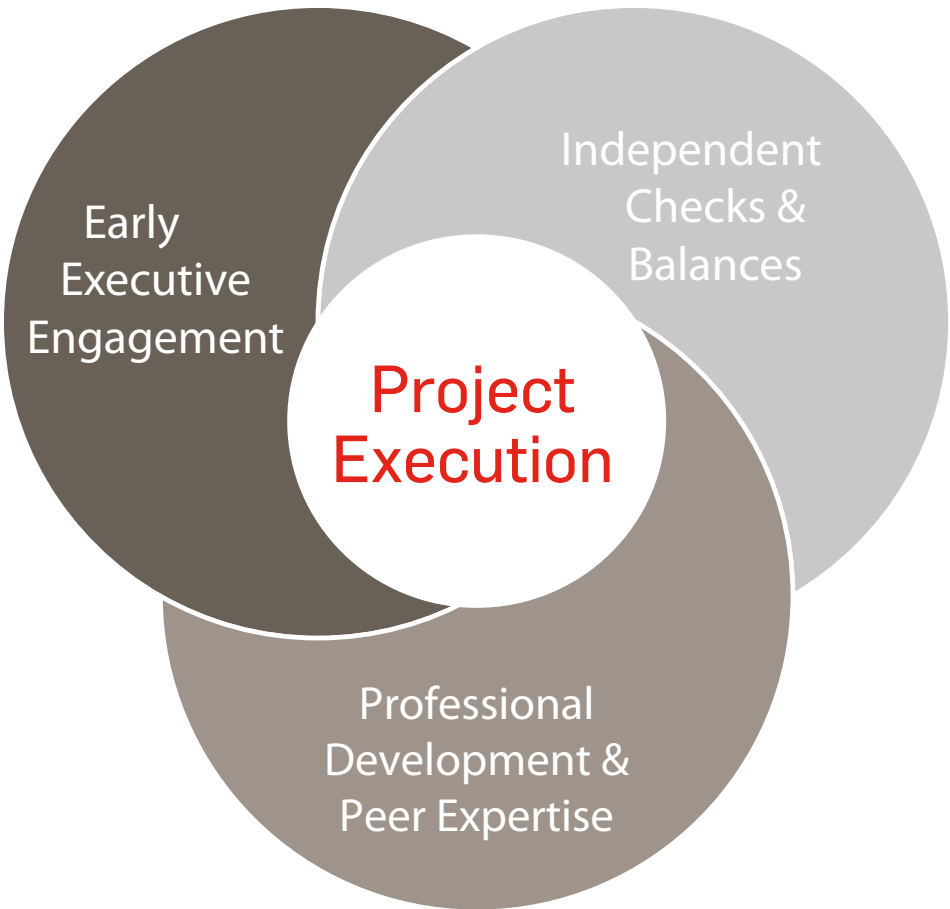
Global Checks and Balances for Risk Management and Operational Excellence

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.

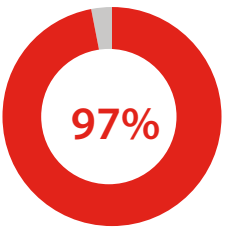
Our transparent approach to risk management focuses on operational excellence and customer advocacy in an innovative and constantly-changing business environment. We take the necessary steps to identify, monitor, and measure risk in a timely and lean manner.

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

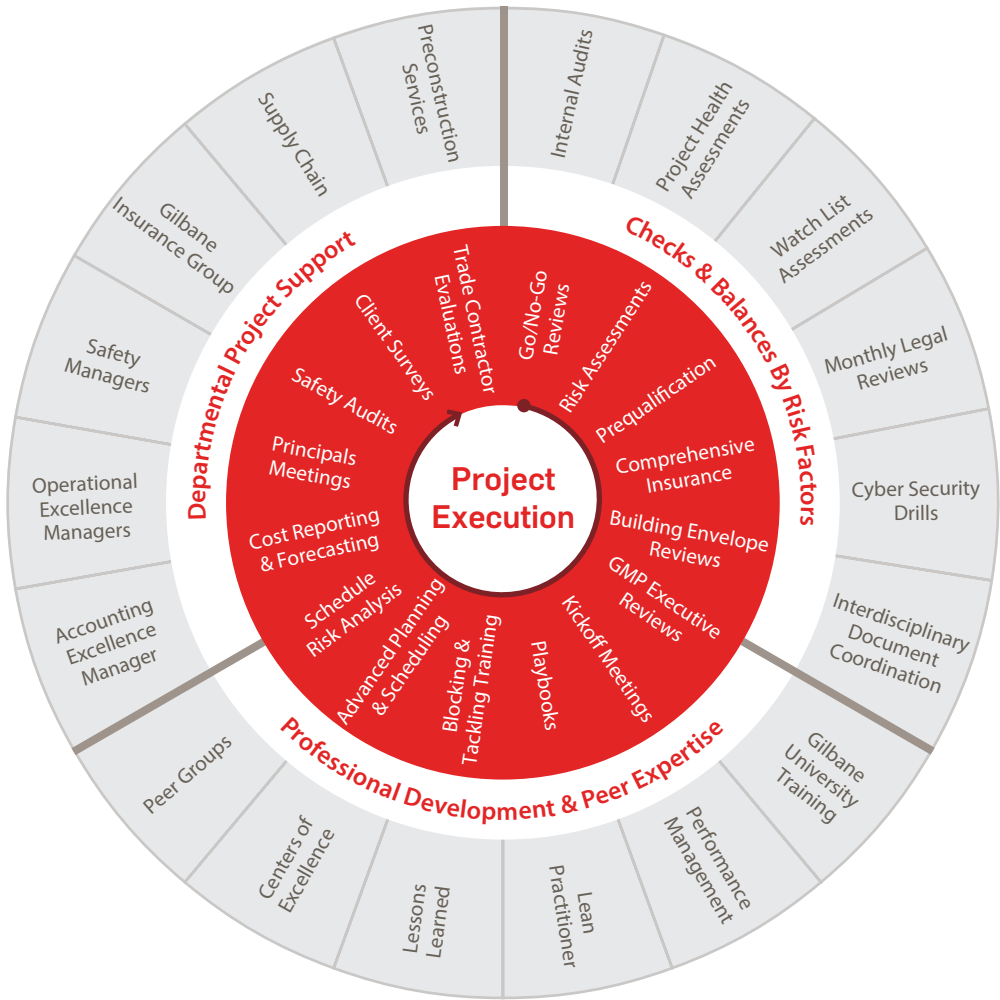
There were **52** innovation submissions in 2021, **up from an average of 20** in years past

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:

<div>Professional Development and Peer Expertise</div>	<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
<div>Departmental Project Support</div>	<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
<div>Independent Checks and Balances</div>	<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.