



ESG REPORT

ENVIRONMENTAL | SOCIAL | GOVERNANCE

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TABLE OF CONTENTS

WHO WE ARE: ESG GOALS	2
A MESSAGE FROM JE DUNN LEADERSHIP	4
GROWING OUR COMMITMENT	5
ENVIRONMENTAL	7
Commitment to the Environment	
Well Building Certified HQ	
Preconstruction and Carbon Offsets	
Design Phase Services Enhancement	
Decarbonizing Construction	
National Prefabrication Initiative	
Prebuilt Facilities	
LEED Overview	
SOCIAL	17
Company Culture and Awards	
Diversity, Equity, and Inclusion	
Employee Resource Groups	
Community Impact and Philanthropy	
Education	
Employee Health and Wellness	
GOVERNANCE	35
Leadership/Board of Directors	
Code of Ethics	
Safety	
Risk Management	
Policies, Ethics, and Compliance	

We **exist** to **enrich lives** through **inspired people** and **places**.

That is our purpose statement and the foundation of our company culture.

Founded in 1924, JE Dunn is the 7th largest domestic general building contractor in the United States with offices in 26 locations and hundreds of project sites across the country. Our work touches nearly every facet of the industry, and our portfolio of projects spans dozens of building types, including healthcare, aviation, corporate environments, Federal and military, industrial, education, mission critical, science and technology, and more.

JE Dunn is focused on providing an exceptional client experience while delivering safe, quality projects nationwide.





From JE Dunn Leadership

We are excited to share our latest ESG Report. JE Dunn Construction has offered ESG reporting since 2016, and we are now integrating that reporting into our website, which will always offer the absolute latest information we have to share.

At JE Dunn, doing the right thing is built into our guiding principles.

This report is about our commitment to continuous improvement in every part of business. A commitment that is shared and has been adopted at all levels of the company including executive leadership and the Board of Directors. JE Dunn's Environmental, Social, and Governance (ESG) report reflects a promise to our clients, employees, and community to provide the highest possible level of excellence, integrity, transparency, and accountability.

ENVIRONMENTAL: We're designing, engineering, and building the future. Our goal is to build innovative and resilient infrastructure to enrich the lives of the clients and end users we serve. JE Dunn is committed to reducing the environmental impact of our projects and operations through partnership with our clients. In the past two years, we have launched several initiatives to support this commitment including a national prefabrication strategy and integrated design services to help our clients implement their own environmental goals.

SOCIAL: As an employer, we offer award winning programs and opportunities to all of our employees through an inclusive approach to Diversity, Equity, and Inclusion, community impact, philanthropy, and education. In the past two years, we have continued to support and expand our minority contractor development program and launched a new employee resource group. As a member of the community, we continue our commitment of both time and dollars to the communities we serve. In addition, we know education is the foundation of a healthy society and our investment is greater than ever. We have recently launched new education programs, both internally and externally, to continue to offer all the skills and resources people need to grow in the construction industry.

GOVERNANCE: We are extremely proud of the reputation we have built within the construction industry. A reputation staked in ethical, safe, and risk-adverse policies and procedures. Within this report, we have outlined the management structure, compliance tools, and policies which have helped guide us to become the well-respected leader we are.

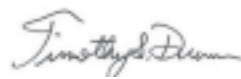
Our dedication to these programs and initiatives is resolute. As we continue to evolve and improve our approach, we will partner with our clients to determine the most impactful strategies.

JE Dunn's commitment to inclusion and diversity applies in all aspects of our business, including our commitment to the communities in which we operate and in our pursuit of diverse trade partners to help advance our mission of Enriching Lives Through Inspired People and Places.

In health,



Gordon Lansford, III
President & CEO



Tim Dunn
Chairman of the Board & CIO



GROWING
OUR
COMMITMENT

ASSESSMENT AND SURVEY

The report we are publishing today is JE Dunn's third. Our first one was published in 2016 and was a compilation and report out of the programs we already had in place. Our second report was published in 2021 and expanded on that foundation and highlighted initiatives we were taking to move forward in our industry's ESG space. It also spotlighted several projects and programs that were exceeding environmental or social standards and gave a complete outline of our corporate policies.

When the time came to start planning for our third report, we asked ourselves a variety of questions, including:

- 1) What matters most to our partners and employees?
- 2) Where can we make the biggest impact?
- 3) Who is passionate within our company about this topic?
- 4) What are we lacking in terms of resources to achieve the next level of ESG leadership?
- 5) Can we also help our clients balance their own ESG goals with the financial investment required?

Knowing that finding passionate stakeholders was key, we formed an internal steering committee to assess our current practices, gather input from our clients, survey our internal stakeholders, make key hires if necessary, and establish initiatives for each of the three facets of ESG.

We also did a comprehensive analysis of our peers. We found that many were stating commitments without outlining plans on how to actually achieve those commitments. Many of our peers have made huge investments of both resources and dollars to formulate their ESG programs. One thing was clear. ESG is here to stay, and every company will be challenged to support these initiatives in some way.

Always wanting to stick to our guiding principles and provide transparency, we commit to continuing our current practices while also concurrently executing a strategic plan to meet our future goals and communicating that plan to our internal and external stakeholders.

In the past year, our programs have evolved, including a national prefabrication strategy aimed at streamlining our processes, an innovative facility for direct prebuild of modular parts which can support our jobsites, challenges to reduce concrete's environmental impact, the addition of an employee resource group for black employees, and a career outreach program to educate youth and recruit skilled craft workers.

Our intent is to be an ESG leader within the construction industry and we are implementing scalable plans to reduce carbon in construction, streamline processes through prefabrication and technology, promote diversity and inclusion, and further our commitment to transparency and ethics.

Our future reports will be hosted on our website and continuously updated so the information is always current.



ENVIR

OUR COMMITMENT

JE Dunn understands how to estimate, procure, build, and commission high-performing, sustainable buildings. In addition to hundreds of LEED Certified projects, we have completed projects that meet criteria for net zero, Living Building Challenge, 2030 Challenge, and WELL. We incorporate sustainable construction practices where possible on every project, and all of our offices are involved in a variety of sustainable initiatives.

Sustainable practices align with our guiding principles of Doing the Right Thing and Health and Well Being. Collaboration is required for sustainable design and construction. We build consensus with project stakeholders and leverage our industry partnerships with design and trade partners, in order to achieve our goals and drive innovation. We integrate sustainability into our preconstruction and construction protocols, allowing us to identify and elevate ideas during design, planning, bidding, contracting, and construction. JE Dunn balances financial, environmental, and operational considerations with design strategies, materials, energy, construction, and life cycle benefits.

ENVIRONMENTAL

IN THIS SECTION: WELL Building Certification | Preconstruction | Integrated Design Services | Prefabrication | LEED

16th

Ranked *Engineering News Record's*
Green Building Contractor

1st

Our headquarters building
became the first building in
Missouri to be
Well Building Certified.

19K

labor hours in 2022 inside our
prefabrication facility, reducing
waste and the number of
workers required on site

284

LEED Accredited
Professionals on staff

225

LEED certified projects
since 1995

18

projects currently pursuing
LEED certification



SUSTAINABILITY CONSTRUCTION PRACTICES

JE Dunn has been a leader in the area of sustainability and firmly believes in its importance for our environment and future generations. We developed the “Think Green, Build Blue” program over a decade ago and still embrace sustainable design and construction on all of our projects. As a custodian of green construction, we focus on energy efficiency, indoor environmental quality, and sustainable material selection to mitigate the negative impacts of construction and improve human health and productivity. We also focus on site planning, resource efficiency, water use, and reducing waste to implement a more efficient strategy that reduces the negative impacts of construction and minimizes operating and maintenance costs. Below are common practices for all of our jobsites.

JE DUNN’S SUSTAINABILITY CONSTRUCTION PRACTICES:

- Work with design teams to promote use of local materials
- Reduce or eliminate the use of toxic substances during construction
- Maximize reuse and recycling of construction, demolition, and land clearing debris
- Establish a collection system dedicated to the separation, storage, and collection of construction waste for recycling
- Minimize packaging waste and reuse or return packaging waste to suppliers or manufacturers for reuse/recycling
- Protect the environment from contamination
- Ensure good indoor air quality
- Promote energy innovation and efficiency during construction through a variety of means such as the use of more efficient temporary power or lighting
- Control erosion to reduce negative impacts on water and air quality
- Early project energy analysis
- Design evaluation for energy and sustainable efficiency
- Turn off equipment when not in use



JE DUNN HEADQUARTERS ACHIEVES WELL BUILDING CERTIFICATION

JE Dunn understands the importance of healthy work environments and is well-versed in the WELL Building certification process. **In fact, JE Dunn’s Kansas City Headquarters office was the first building to achieve WELL certification under the current version of the standard WELL v2™ in Missouri.** Designing, constructing, and occupying a Well Building better equips our project teams to consult with our clients as they increase their wellness-oriented objectives within their facilities.

Our office received the WELL Gold certification with its community-orientated café offering healthy options, outdoor nature spaces, and acoustic design, along with meeting over 60 other standards.

CERTIFICATION PROCESS

WELL uses a body of scientific research to assess and certify facility standards, operational policies, and building design with human health in mind. There are four levels of certification, including bronze, silver, gold, and platinum.

JE Dunn went through a comprehensive audit of our existing building and put together a plan of modifications and upgrades to meet the WELL standards and improve the daily experience of our employees.

The WELL Building Standard is comprised of over 100 factors that are either performance-based or descriptive standards, so careful monitoring of the score sheet and necessary steps was important. JE Dunn can be a trusted guide for other companies and organization through the certification process.

WELL BUILDING STATS - OUR HEADQUARTERS

- 100 Tested Factors
- 1st Building in Missouri to be Gold Certified
- 5 Steps including registration, documentation requirements, performance verification, certification, and recertification.
- Water-low flow and waterless plumbing fixtures and rainwater reclaim were part of our original design. We looked at a system that could save up to 30% of our make-up water for our cooling towers.
- Green House Gases (GHG): our building is "all-electric"
- Pollutants-we invested in Merv 14 with our original design. When COVID hit, we researched and added bi-polar ionization to our air handling equipment to make our air even cleaner. Our air quality testing results were outstanding!
- Energy: although our building is relatively new, we have already done a lighting retrofit from T-5s to LED, saving energy. We also added 2-26kW solar arrays on our roof.
- Waste: we recycle and compost. 86% of what goes out of our building is either recycled or composted!
- Lunch is a time to socialize while enjoying the outdoors. Showcasing healthy food options, ingredients, and calories help support employee well being.
- JE Dunn used WELL as a framework for developing an acoustic design plan to maximize cubicles in the office, providing mental health program opportunities, and ensuring natural light is close to every workspace.

1st

Our headquarters building became the first building in Missouri to be Well Building Certified.





QUANTIFYING CHOICES IN PRECONSTRUCTION

We consistently provide accurate and meaningful information to our owners and design partners on means and methods, materials, and building systems with respect to sustainability and total cost of ownership.

We are currently testing out several pieces of technology which can help us evaluate environmental impact during the design phase. While a lot of variety exists in the capabilities of each product on the market, most are aimed at evaluating design models for durability of materials, energy efficiency, daylighting, calculating carbon, and mitigating climate change.

We are focused on leveraging our relationships and experience to help our clients maximize their project investment to reach their ESG goals.

AREAS OF OPPORTUNITY

Low flow and waterless plumbing fixtures	Merv level filtering to reduce pollutants
Chemical treatment options for cooling towers	Lab exhaust systems designs
Rainwater reclamation	Energy analysis comparisons through our total cost of ownership tool
HVAC systems selections to reduce Green House Gases	Life cycle cost analyses
Refrigerant selections	Waste-lean practices
Non-fossil fuel heating selections	Microclimate analysis
Building orientation to site	Rapid operational energy analysis
Envelope analysis	Solar panel analysis
Noise analysis	Embodied carbon reduction
Wind analysis	Carbon capture concrete
Sun/Daylight analysis	Construction carbon footprint calculation for carbon offset management



INTEGRATED DESIGN SERVICES

In 2021, we started offering Integrated Design Services which look at the entire design and construction process. These integrated services allow us to provide a more seamless and efficient project which generate less waste. Our goal is to improve our client's experience, and the design phase is the optimal time to access and integrate environmentally-friendly materials and measures.

Integrated design resources reinforce collaboration, accountability, and continuity during the design phase of our projects. These services engage our design and preconstruction leads in the development of enhanced planning and design schedules, continuous alignment of scope and budget, and integration of our team's Subject Matter Experts and key design consultants and trade partners. Our design leaders bring differentiating value to our clients, partners, and project teams by ensuring that quality design is delivered within budget and on schedule. Design solutions develop without costly redesign or the traditional value engineering approach.

CHRIS MIGNERON HIRE

In 2021, JE Dunn hired Chris Migneron, National Design Director, to lead these services. Chris is a Registered Architect and NCARB certified. He works closely with our Preconstruction department to organize and deliver design phase services within the context of a highly collaborative design-build delivery. His role and design-build experience reinforce the shared ownership and delivery of major design and preconstruction milestones from facility programming through the production of construction documents while maintaining a high level of interaction with key trade partners throughout each phase.



NATIONAL PREFABRICATION INITIATIVE

JE Dunn is utilizing prefabrication on multiple projects across the country. Prefabrication can positively impact the environment by streamlining material production and transport, lowering energy use, minimizing worker transport, and reducing waste. Each project has its own custom prefabrication plan designed to maximize value and increase the efficiency of the specific jobsite. Projects vary in market sectors, sizes, locations, and clients. A few common market sectors are healthcare, mission critical, and advanced industries.

BENEFITS OF PREFABRICATION

- Green Construction
- Safer Job Sites
- Schedule Certainty By Leveraging Parallel Construction Efforts
- Cost Certainty
- Fewer Ambient Risk Factors
- Consistency and Quality Control

It is important to differentiate between prefabrication and prebuild, as we are utilizing both. Prefab is a general term used for a building component that is manufactured in a warehouse prior to its final assembly at the construction site, whereas prebuild refers to something more modular, self-contained, or custom, such as a security gate system or a cable handrailing.

STACY SCOPANO HIRE

Stacy Scopano joined JE Dunn in 2021 as our National Prefabrication & Manufacturing Director and leads all prefabrication efforts at a national level. This is a new role in the organization, with a focus on providing overall direction, development, and leadership for JE Dunn's integration of prefabrication and manufacturing processes into commercial construction, including identifying and developing partnerships with key designers, trade partners, and manufacturers.



PREBUILD FACILITIES

In 2021, we opened our own prebuild warehouse in Kansas City. Others followed shortly in Nashville and Atlanta. Within these facilities, we can fabricate a variety of assemblies for our jobsites.

These warehouses allow JE Dunn to minimize on site waste. Unused and suitable materials can be kept in the warehouse to be reused and repurposed, and avoid being disposed of in landfills, thus minimizing our overall Carbon Footprint.

We currently supply jobsites all over the country, and plan to expand with more warehouses in more locations. We are providing this nimble, responsive element of our prefabrication strategy to provide:

- Constant improvement
- Focus on safety and consistency/quality
- A driving force for innovation in the field
- An efficient workflow as it removes staging and prep from the jobsite
- Increased capacity and capabilities
- A solution to labor shortage issues

KANSAS CITY

- 91 JE Dunn Job Sites Supported in 2022
- 236 Projects through the shop in 2022
- 9 States we shipped to in 2022
- 19,000 Approximate shop labor hours in 2022
- \$2,500,000 2022 revenue

NASHVILLE

JE Dunn's facility in Nashville, TN has thus far focused on implementing PanelMax on several of our projects. PanelMax is a portable board milling machine designed for milling many building materials from gypsum to cement board up to 54 X 120 inch sizes. This facility has plans to increase the use of PanelMax to pre-cut drywall offsite.



ATLANTA

We recently opened additional warehouse space in Atlanta which has prebuild capabilities. The warehouse allows for both concrete and drywall operations to explore offsite pre-build and pre-fabrication opportunities, such as rebar cages for footings, formwork, specialty clips, and wood blocking. All these opportunities maximize efficiency through a controlled space independent of inclement weather, minimizes waste of materials. The warehouse also hosts opportunities for our skilled trade workers to attend course work and allows for hands on training, thus developing the best possible work force.



DECARBONIZING CONSTRUCTION

A WHITE PAPER

As a leader within the construction industry, JE Dunn's National Prefabrication & Manufacturing Director, Stacy Scopano, has written a white paper which evaluates how the industry is responding to the increasing attention and emphasis placed on environmental risks and their role in supporting various drivers of Net Zero (decarbonization) initiatives. JE Dunn is using his research to better understand our evolving sustainability landscape and inform any potential considerations for leadership at JE Dunn on the impacts of decarbonization initiatives.

AN OVERVIEW

DEMAND DRIVERS – A blend of direct and indirect demand drivers exist and all point to an increasing expectation that construction companies adapt their offering to support the growing attention placed on public and private responses to climate change.

THE GOAL – Net Zero/Net Positive has seemingly evolved into the common public and private target to align response strategies.

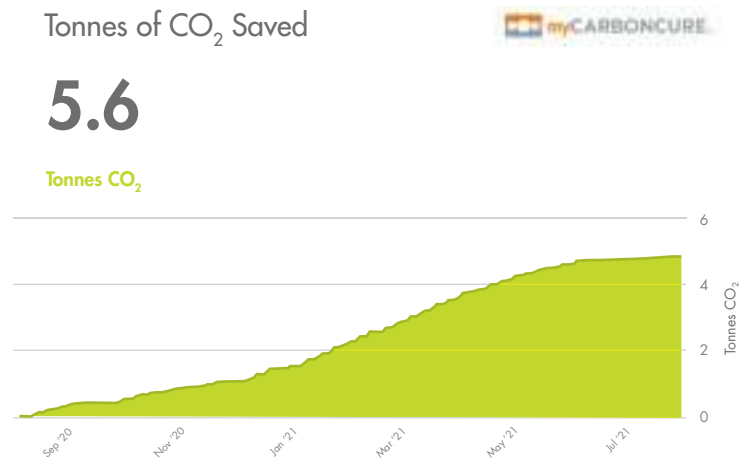
THE SCOPE(S) – A common language is emerging that stems from the Green House Gas (GHG) Protocol of categorizing emission "scopes" as the most frequently used framework to translate the differences/similarities between owners and project team sustainability strategies. This includes clearly identifying efforts that differ between addressing embodied carbon vs. operational carbon. It is clear that any organization that is to be considered a sustainability-prioritizing company moving forward, must adopt this consistent terminology.

CARBON REDUCTION IN THE FIELD

JE Dunn has been utilizing CarbonCure in an effort to reduce emissions on our jobsites. CarbonCure uses a process of injecting carbon dioxide into concrete mix. The carbon dioxide replaces cement and has similar strength-enhancing properties. On a confidential jobsite within the data center industry, we have introduced 30% of the CarbonCure mixture on the paving, mud mats, and sidewalks. This accounts for approximately 30,000 of the 75,000 yards poured to date. We have been adjusting add mixtures to get faster strength results with the ultimate goal of getting to a 75% CarbonCure mixture and to be able to add the mixture into foundations, trestle, piers, and floor slabs. We are able to bring this initiative to other projects while we explore construction-based emissions reduction efforts.

MEANS & METHODS – Sustainability methods are formalizing to both account for and optimize projects to align with decarbonization.

SETTING PRIORITIES – The current conditions in the market indicate a variety of strategies. However, the concepts behind the above takeaways can potentially serve to quantify the real impacts of taking action, by effectively creating strategies that prioritize a "bang for the buck" approach and address the largest sources of carbon.



What we've accomplished



22,108 yd³
of concrete made
with CarbonCure



29,802 lbs
Total CO₂ injected



4,512 truckloads
delivered with
CarbonCure concrete



6.8 acres
of forest absorbing
CO₂ for a year



LEED, or Leadership in Energy and Environmental Design, is the most widely used green building rating system. JE Dunn has been building LEED projects since 1995. Since that time, 225 projects have been awarded, or are currently pursuing, LEED certification.



PROJECT SPOTLIGHT

The **Colorado State University (CSU) Spur Campus at the National Western Center** project included the construction of three buildings, all pursuing LEED Gold, adjacent to one another, under three separate contracts for one Owner. JE Dunn constructed all three buildings concurrently, but each in a different phase of construction from its neighbor.

This campus project for CSU includes a 134,122 SF water resource center known as the Spur Hydro Building, a 60,124 SF community education center known as the Spur Terra Building, and an 118,000 SF, 3-story animal health complex known as the Spur Vida Building. All are now open and enhancing the community in many facets.

CSU Spur Hydro Building: This facility is unique in the world of advancing state-of-the-art practices in water, providing a place for water-oriented conversations and conferences, highlighting linkages between water and urban and rural food systems and energy, and showcasing water sustainability. With its connection to a restored section of the South Platte River in north Denver, Hydro also provides a home for community activities and hands-on water education for students and families. Major partners on site at Hydro include Denver Water and the CSU Salazar Center for North American Conversation.

CSU Spur Terra Building: This facility focuses on food and agriculture and is home to programs that allow the public to interact with food production and develop a deeper understanding of where food comes from. The programs housed within the Terra building, including the North American Agricultural Advisory Network (NAAAN) and Together We Grow, promote agricultural literacy and lifelong learning, enhance community health, and advance the sustainability of our urban and rural food systems. Spaces encompassed within the facility include a K-12 Agricultural Discovery Center, agricultural research spaces, a food lab, a public teaching kitchen, vertical gardens, rooftop greenhouses, and a green roof. Additionally, Terra will serve as an extra space for Denver Urban Extension to respond to community educational needs and offer a variety of resources, ranging from gardening classes to energy audits.

CSU Spur Vida Building: This facility is dedicated to understanding, improving, and sharing the value of improved animal health and the human-animal bond. The CSU Animal Health Complex brings together university experts, veterinarians, service providers, and nonprofit organizations to create a collaborative space focused on animal health, human health, equine sports medicine and assisted therapy and subsidized companion animal veterinary care to qualified families. The facility offers many unique spaces and programs, including the Temple Grandin Equine Center which serves as a space for therapists to treat individuals with special challenges, instructors to teach students, and scientists to research all for the betterment of horses and humans. In addition, Vida is home to the Dumb Friends League Veterinary Hospital which offers low-cost veterinary services to owners who are experiencing financial challenges.







OUR COMMITMENT

Our commitment to the communities we build within stretches beyond the building into social impact, community development, education, and health and well being. John Ernest Dunn (Ernie), founder of JE Dunn, established a culture of giving within the company long before our cranes reached skyward and our offices stretched from coast to coast. That culture continues today with our purpose of enriching lives through inspired people and places.

SOCIAL

IN THIS SECTION: Company Culture and Awards | Diversity, Equity, and Inclusion |
Employee Resource Groups | Community Impact | Education | Employee Well Being

\$1.32M

Employee Giving in 2022

500+

Companies mentored through
our Minority Contractor
Development Program

1:1

Employee Giving
Match Program

200+

Events hosted by our
ERGs supporting our inclusive
culture and communities

48

Events During 2023's
National Volunteer Week



COMPANY CULTURE

ENPS

At JE Dunn, we know our people are our greatest resource. Our commitment to **Best People + Right Culture** makes JE Dunn an amazing place to work and the employer of choice in our industry. We are strongly positioned to continue our path of success, while remaining committed to continuous improvement.

To understand the JE Dunn employee experience, JE Dunn uses the employee **Net Promoter Score** (eNPS).

This score helps us measure whether we are achieving our goal of being the employer of choice by favoring the well-being, safety, and happiness of our people. On a rating scale from -100 to +100, anything above 40 is considered best-in-class within the construction industry. JE Dunn far exceeds that expectation by earning a score of 69.0, which was a 17% increase since 2021.

Through this survey, our employees identified the below as our top strengths:

**Organizational Stability and
Ethical Business Practices**

**Work-Life
Balance**

**Development
Opportunities**



69

eNPS score for 2022

*(anything above 40 is
considered excellent)*

In 2022, JE Dunn's overall attrition rate was 12.8 percent, while the industry average was about 16 percent. Our high engagement and low attrition rates reflect the positive and supportive culture we continue to build.



1,500

total hires in 2022

46%

**of new employees
are referrals**



EMPLOYER AWARDS

2022

#1 COMMERCIAL CONSTRUCTION COMPANY IN THE AUSTIN AREA | *Austin Business Journal*

#2 TOP GENERAL CONTRACTOR | *Nashville Business Journal*

100 BEST COMPANIES TO WORK FOR IN OREGON | *Oregon Business*

ARIZONA'S MOST ADMIRABLE COMPANIES | *AZ Business Magazine and Best Companies AZ*

BEST COMPANIES TO WORK FOR | *Ingram's*

BEST GENERAL CONTRACTOR | *Ingram's*

BEST GENERAL CONTRACTOR IN KANSAS CITY | *Kansas City Magazine*

BEST OF AEC CONSTRUCTION CONSULTING FIRM | *DJC Oregon*

BEST PLACES TO WORK | *Atlanta Business Chronicle*

BEST PLACES TO WORK | *Austin Business Journal*

BEST PLACES TO WORK | *Charlotte Business Journal*

BEST PLACES TO WORK | *Denver Business Journal*

BEST PLACES TO WORK | *Kansas City Business Journal*

BEST PLACES TO WORK | *Minneapolis/St. Paul Business Journal*

BEST PLACES TO WORK | *Nashville Business Journal*

BEST PLACES TO WORK | *Phoenix Business Journal*

BEST PLACES TO WORK IN OKLAHOMA | *The Journal Record*

BEST PLACES TO WORK IN SOUTH CAROLINA | *SC Biz News*

BUILD TN AWARDS - COMMUNITY SERVICE AWARD, GC CATEGORY | *Associated General Contractors (AGC) of Middle Tennessee*

BUSINESS OF THE YEAR | *Sarpy Chamber*

CHAMPIONS OF BUSINESS | *Kansas City Business Journal*

CONSTRUCTION HEALTH AND SAFETY EXCELLENCE CHASE LEVEL 3 PARTICIPANT | *Associated General Contractors (AGC) of Minnesota*

DIVERSITY & INCLUSION AWARD FINALISTS | *Associated General Contractors (ACG) Kansas City Chapter*

DIVERSITY & INCLUSION EXCELLENCE AWARD | *Associated General Contractors (AGC) of Austin*

DIVERSITY IN BUSINESS | *Houston Business Journal*

DIVERSITY & INCLUSION AWARD | *GDUSA American Design Awards*

HEALTHIEST EMPLOYERS | *Charlotte Business Journal*

HEALTHIEST EMPLOYERS | *Kansas City Business Journal*

HEALTHIEST EMPLOYERS OF OREGON | *Portland Business Journal*

MAJORITY CONSTRUCTION FIRM OF THE YEAR | *Greater Houston Business Procurement Forum*

SAFETY EXCELLENCE | *The National Association of Minority Contractors in Dallas-Fort Worth (NAMC DFW)*

SAFETY EXCELLENCE | *Associated General Contractors (AGC) of North Dakota*

US BEST MANAGED COMPANY | *US Best Managed Company Program*



DIVERSITY, EQUITY, AND INCLUSION

JE Dunn's commitment to diversity, equity, and inclusion applies to all aspects of our business. This extends to the communities in which we operate and to our pursuit of diverse trade partners to help advance our mission of "Enriching Lives Through Inspired People and Places." Consistent with one of our guiding principles—Doing the Right Thing—at JE Dunn Construction, all employees have a responsibility to treat others with dignity and respect at all times and to exhibit inclusion in everything we do.

PRIORITIES

Workplace - In order to make JE Dunn a workplace of choice in the communities in which we operate, we strive to promote inclusion in all aspects of our business, celebrating the diverse backgrounds of our associates to promote high performance and ensure everyone feels a sense of belonging as an employee-owner.

Workforce - Attracting, retaining, and developing the most talented and diverse workforce available is critical to the long-term success of JE Dunn.



"We are committed to equal employment opportunity, but more importantly, we understand that to deliver transformational solutions with certainty of results, we must have diverse and highly-engaged team members."

-Christy Paoli, Chief People Officer

Marketplace - We engage diverse trade partners to bring innovative and high quality solutions to our projects. Engaging diverse civic organizations, trade associations, and stakeholders across the communities in which we operate enhances our goal of being an indispensable business partner for our clients. In 2022, we also added the new position of Supplier Diversity Manager under our Procurement group to focus on creating strategies and plans to increase our indirect investment with diverse partners.

PROGRAMS

Our approach to implementing these priorities consists of ongoing outreach based on a company standard of inclusion, in addition to individual plans for specific projects. We have dedicated diversity managers across the country, but our activities include all levels of JE Dunn staff to extend beyond the efforts of a few individuals and becomes a part of our culture.

Our diversity and inclusion program is comprised of five ongoing processes: outreach, training/mentorship, internal development, understanding trade partner capacity, and fostering trade partner relationships.

- 1. Community outreach** - Through ongoing outreach efforts, we engage with our trade partners at community and industry events. We follow up these meetings with visits to their offices and sometimes to other projects they are working on. We do more than meet diverse firms. We build a trusting relationship and understand their business goals, so we can successfully align opportunities to work together.
- 2. Training/mentorship program** - Our trade partner development program ranges from trainings to mentoring, depending on the needs of each business. Through this personal, one-on-one time, we get to know who we are working with and how we can best help them be successful. Our development program is an office-wide effort to provide project-specific training using the expertise in our office. This time helps us know who we are working with and how we can best help them be successful.

3. **Internal staff development** - JE Dunn invests staff time in understanding unconscious bias, inclusive leadership, and strategic diverse firm utilization. We have learned that program success requires both an outward and inward understanding of diversity and inclusion and what it's like to be a diverse business. This internal focus is why we are successful in our program. When you understand and care, it creates better collaboration and allows true inclusion to take place on the project.
4. **Understanding workforce capacity** - Our relationships with trade partners give us insight into their business, current projects, current constraints, and personal endeavors. With this knowledge, we can create right-sized trade partner packages that allow the trade partner to be successful in their pursuit and if selected for the project.
5. **Fostering trade partner relationships** - We foster strong partnerships through consistent interaction and by providing access to opportunities and assistance. We value and support true growth and sustainability of our diverse businesses. Because we care, we will ask the right questions and do the right thing to grow that partnership.

JE DUNN'S AVERAGE PERCENTAGE OF BUSINESS COMPLETED ON AN ANNUAL BASIS WITH DIVERSE VENDORS OVER THE PAST THREE (3) YEARS:

2019	2020	2021	2022
16%	16%	17%	16%

10-12% DBE investment is considered best in class

CULTURE

MLK DAY – ANYBODY CAN SERVE

We celebrate Martin Luther King, Jr. Day, and JE Dunn honors this day as a company holiday. Focusing on the theme that "Anybody Can Serve," we offer a MLK Day page on our intranet where employees find opportunities to give back on this important holiday, as well as hear stories from members of BUiLD, our Black Employee Resource Group.



JE DUNN'S NATIONAL DIVERSITY SCHOLARSHIP

Eight (\$5,000) awards annually to students at any institution studying an Architecture, Construction, and Engineering (ACE) related degree nationally, and 4 (\$5,000) awards annually reserved for Historically Black Colleges and Universities (HBCU) partners with ACE degree programs, N Carolina A&T, Florida A&M Univ, and Prairie View University.

The National Diversity Scholarship is a \$5,000 scholarship paid over the course of two years. It includes up to two guaranteed internship opportunities and is awarded to eight students nationally each year.

To qualify for the National Diversity Scholarship, applicants must meet the following criteria: Freshman or higher, Person of color, Enrolled in a Construction or Engineering program, Maintain a minimum of 2.8 GPA, Maintain employment authorization without future sponsorship needs.

Applicants should submit forms and required documents including a resume, transcript, and brief explanation of their interest in the construction industry.

JE Dunn begins accepting applications late summer 2023. Selected applicants will be invited to participate in interviews beginning in early fall. The selection committee intends to notify award recipients late fall and awards will be received beginning the following academic year.



MARCO HERNANDEZ – SOUTH CENTRAL REGION

What does it mean to you to receive the scholarship?

"This scholarship is a blessing for me and my family. As it takes off some of the stress to be able to continue my education. I am very honored to be recognized for this award and it ultimately helps me and my family. This scholarship from JE Dunn will be another motivation factor to get to the finish line. It is a joy that a company like JE Dunn is confident in your success and I'm glad they chose me."

PRE-APPRENTICE PROGRAMS

We invest time and energy in pre-apprentice programs and youth outreach to make sure we have a future workforce.

At JE Dunn, we believe that the best way to contribute to building industry capacity is investing time and resources into the community organizations that are already developing the future industry workforce. We spend time with these programs sharing our construction expertise, and providing hands-on training, presentations on inclusion, and jobsite tours. We tour pre-apprenticeship programs through our current projects under construction to provide them with exposure to our field operations as well as the office project management groups.

JE Dunn works with local pre-apprenticeship programs to provide training, class facilitation, and employment placement for apprentices.

We have ongoing relationships with advocacy agencies and contractor associations. This includes memberships, partnerships, and serving on boards. We partner with organizations that are aligned with our growth, development, and sustainability of diverse firms in this region.

JE Dunn staff have been involved with the ACE Mentor Program for years as mentors and board members across the country. ACE mentors high school students and inspires them to pursue careers in design and construction. JE Dunn has also provided internships to multiple ACE program students.

CONSTRUCTION WORKFORCE INDUSTRY DAY (CWID)

JE Dunn participates annually in Construction Workforce Industry Day. This is skilled trades expo designed for the community with a goal to encourage women and minorities to seek a career in construction.

How has your experience with JE Dunn/ the program been so far?

"The first time interacting with the JE Dunn team was very welcoming. When the team came to the University of Houston I was able to talk to them and get information that I wouldn't be able to get online. I feel like I have been able to talk to a lot of different employees and get their viewpoints on the companies and that has been a factor on why I want to pursue a career with JE Dunn. The internship and scholarship interviews were easy going and made me feel comfortable throughout the whole process. So far my experience with JE Dunn has not been nothing short of amazing. I'm very excited for this upcoming summer as I get ready to intern with JE Dunn."



MINORITY CONTRACTOR DEVELOPMENT PROGRAM

GROWING INDUSTRY CAPACITY

We have spent years developing relationships with our trade partners and understanding their capabilities. That knowledge is what sets a project up for success. We have learned over the years how to assist our trade partners' specific needs, from the small shops to the larger more seasoned firms. We offer coaching and assistance to our trade partners on topics such as: certified payroll, production rate of workforce, project documentation, scheduling, and marketing.

Our company has exceeded typical business practices for developing diverse trade partners by making a commitment to developing and mentoring these firms beyond awarding them work.

MINORITY CONTRACTOR DEVELOPMENT (MCD)

Established in 2005, JE Dunn's Minority Contractor Development (MCD) program trains diverse firms in construction-related fields to enhance their business acumen. Long-term, we believe that mentoring and educating diverse firms about business is just as important as ensuring they have opportunities to work on JE Dunn projects.

Our commitment supports diverse businesses, so they grow and become more competitive and viable business partners. To this end, we support firms through our flagship initiative, the Minority Contractor Development (MCD) program, and through our own internal subcontracting policies and efforts. The program supports JE Dunn's long-standing commitment to assist and contract with diverse businesses, contractors, vendors and service providers. Involving these business enterprises in a meaningful way is a key ingredient of a successful construction project.

Key aspects of the JE Dunn MCD initiative are education, relationships, and contracts. Our program includes courses which are facilitated by our project managers and senior management personnel. Class topics include a mock bid, scheduling, project documentation, and project closeout. These courses substantially enhance interpersonal and business operations skills that are necessary for sustainability and growth in our industry.

Participants chosen for each eight month-long class have access to a full day of training each month, free of charge. Classes are largely facilitated by JE Dunn staff with a focus on business and leadership skills needed to compete in the construction industry.

JE Dunn's commitment to this endeavor is clear in our continuous expansion of the program and our utilization of MCD Program graduates and current participants.





EXPANDING MCD PROGRAM: OMAHA

For the past 16 years, JED has successfully facilitated our **Minority Contractor Development (MCD)** program in Kansas City and other offices across the county. In 2023, we were excited to bring the Minority Contractor Development (MCD) program into the Omaha marketplace.

After two months of community outreach that included in-person events, print advertisement, and radio, our team had **25 companies** interested. Of those 25, we had **15 applicants** for the program. Through this process, we interviewed all 15 and selected **nine minority contractors** we felt would most benefit from this program and possess the ability to grow into a trade partner we would utilize in the future.



Our program consists of a comprehensive eight module training program intended to mentor small minority and women-owned businesses in all aspects of running a commercial construction company. The eight courses are four hours each and taught by JE Dunn employees focusing on the following topics:

Principles of Business Excellence	Time Management and Scheduling
Sales, Marketing, and Human Resources	QA/QC, Safety, and Construction Technology
Competition and Bidding	Legal, Financials, and Risk Management
Leadership and Project Documentation	Introduction/Wrap Up

Our goal for this program is to inspire real change in our community, assist the owners of these companies with creating generational wealth, create jobs for members of under served communities, develop deep and meaningful relationship with local non-profits, City of Omaha DEI and small business, and develop additional trade partners we can utilize on our projects.

We are currently the only contractor in Omaha utilizing this type of program. Our existing clients and the public in general have been impressed with this program!

Minority Contractor Development Program has been hosted in 12 JE Dunn markets over the years.

Currently, the MCD program has also extended outside of Kansas City to Portland and Tulsa.



EMPLOYEE RESOURCE GROUPS (ERGS)

Employee Resource Groups (ERGs) are created by and for our employees. We strongly believe in hiring the Best People and having the Right Culture for all our employees. With that in mind, we support our employees in the creation of ERGs with the goal of promoting a more inclusive environment.

JE Dunn's ERGs are designed to support our diverse employees and increase engagement, offering people an opportunity to make a lasting difference across the organization as they navigate their careers.

ERGs are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace in alignment with the values and mission of the organization they serve. They are usually composed of employees who share a common characteristic, whether it is gender, ethnicity, lifestyle, or other interests.

ERGs are designed to further cultivate and engage these communities beyond a single event or activity. They encourage ongoing networking, connection, and development and foster an environment of inclusion by creating a medium through which employees can connect with each other around shared experiences, interests, and identifies.

There are currently two formal ERGs:

BUiLD

(Blacks United in Learning and Development,
a black employee networking group)

moment CONNECTION

(A women's networking group)

BUILD

OUR MISSION

The mission of BUiLD is to foster networking, professional development, mentoring, sponsorship, and leadership opportunities with a focus on maximizing engagement at JE Dunn. The purpose is to:

- 1 Provide continuous engagement and connectivity.
- 2 Promote the retention, cultivation, and attraction of black leaders at all levels.
- 3 Provide an inclusive environment for black employees to foster learning and development.
- 4 Create network opportunities.
- 5 Focus and align community outreach within our regions for mentoring and volunteer opportunities.
- 6 Help with volunteering efforts related to recruiting initiatives with high school, colleges, and universities.

In October of 2022, we held our 2nd National BUiLD Summit. All members of the ERG were invited to Kansas City to participate in a day of speakers, networking, panel discussions, training, and discussion. The summit provided individuals an immersive and engaging experience and practical tools that can be applied to their own personal and professional growth, as well as for the advancement of BUiLD. Open to all job roles, over 100 participants were given the opportunity to connect, engage, and challenge.

CONNECT

Offered networking opportunities for our active BUiLD participants, allowing them to meet and connect with one another in-person, a first time for many of us. This helped with establishing and building relationships.

ENGAGE

Created more engagement around BUiLD -highlighting the great work currently being done, celebrating the group's accomplishments, and creating momentum for the continuation of the work.

CHALLENGE

Attendees and guests walked away feeling inspired, excited, and challenged around the concept of owning their own personal and professional growth as well as their contribution to BUiLD.



MOMENT CONNECTION

Moment Connection, the JE Dunn women's networking group, was established in 2016. Moment Connection strengthens relationships and builds a strong network among women at JE Dunn, while educating and equipping them for success.

The name, Moment Connection, is derived from a construction term, but instead of referring to welding beams, we mean it more literally: to take a moment to connect with fellow women at JE Dunn.

The group's purpose is to foster connections and build camaraderie among women as they navigate their careers at JE Dunn.

Moment Connection provides support, knowledge, and ideas enabling the women of JE Dunn to contribute at the highest level.

One way we celebrate Women in Construction Week annually is to spotlight projects being built with women in key leadership positions. To read the ones featured in 2023, please [click here](#).

COMMUNITY

Since day one, JE Dunn and our employees have been committed to giving back to our local communities.

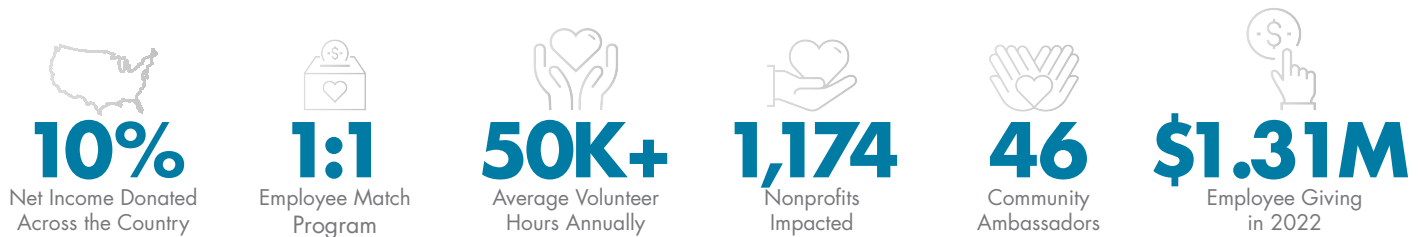
From our legacy of giving back 10% of net income, to employees volunteering across the country, and even the 1:1 Employee Match Program, we are making an incredible impact in the communities where we live, work, and build. Our employees exemplify our core beliefs of **Doing the Right Thing, Serving Others, and Leading Fun and Fulfilling Lives.**



COMMUNITY IMPACT

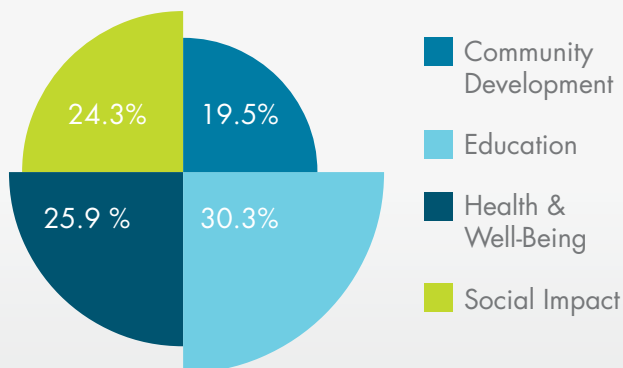
The goal of our Community Impact team is to enrich lives through corporate and employee engagement in the communities where we live, work, and build. JE Dunn Construction and our employee-owners invest our time, talent, and resources to serve others. [Read more about our national efforts in our Community Impact Year in Review.](#)

2022 IMPACT BY NUMBERS



TOTAL SOCIAL INVESTMENT: \$12.4M

IMPACT BY GIVING PRIORITY



VOLUNTEERING

We have made Serving Others easy by offering an online sign-up calendar of volunteering opportunities on our intranet for all employees. Our employees average 50,000 volunteer hours annually. During 2022's National Volunteer Week, 460 employees served a total of 1,240 volunteer hours. In 2023, 743 employee volunteered 2,100 hours during 48 events.





GIVING BACK

Our inspired people are passionate about giving back to their local communities. From corporate gifts, to in-kind donations, to the Employee Matching Gift program, we're giving back millions of dollars to inspired people and places. In addition to volunteering time and talent, JE Dunn is proud of our employees' commitment to support their personal passions through charitable giving.

CORPORATE GIVING

JE DUNN HAS SHIFTED OUR CHARITABLE CONTRIBUTIONS TO AN ONLINE GRANT PLATFORM

In 2020, JE Dunn moved our charitable contributions to an online grant platform where offices and non-profit partners can apply for donations to support a variety of causes.

JE DUNN PRIORITIZES

Education & Workforce	Community Development	Social Impact	Health & Well-Being
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UNITED WAY

Since 1983, JE Dunn has partnered with United Way, beginning in our hometown of Kansas City. United Way works daily to ensure that all members of our communities thrive in health, education, and financial stability.

NATIONAL RESULTS	EMPLOYEE TOTALS	+ 10% MATCH	TOTAL DONATION
2020 United Way	\$767,486.09	\$76,748.61	\$844,234.70
2021 United Way	\$653,854.98	\$65,385.50	\$719,240.48
2022 United Way	\$591,632.57	\$59,163.26	\$650,795.83
THREE YEAR TOTAL: \$1,563,475.18			

EMPLOYEE MATCH PROGRAM

In 2020, JE Dunn launched an Employee Match Program to support and expand our employees' community impact. JE Dunn matches employee donations to nonprofits, dollar for dollar, per employee per year. JE Dunn lifted the per-employee \$1,000 annual maximum for the first three years of the program, so employees could support their favorite causes in a time of great need.

\$2.075M

Combined Employee +
JE Dunn Match

531

Nonprofits
Supported

25

JE Dunn Offices With
Donations Matched

DISASTER RELIEF

Our Disaster Relief/Hardship Fund is to provide JE Dunn associates with short-term financial assistance during unexpected hardships and emergencies caused by disasters. JE Dunn Construction, its employees, and others may fund this program through a variety of means. In 2022, five employees were helped by this fund.



EDUCATIONAL PROGRAMS

JE DUNN LEARNING & DEVELOPMENT

RIGHT KNOWLEDGE | RIGHT CONTENT | RIGHT TIME

Our Learning & Development (L&D) team delivers a variety of programs to support employee growth across the company. Most programs are open enrollment so that employees are empowered to own their development. After working with their leader to set professional development goals, employees are encouraged to set aside dedicated time for learning, to participate in program offerings and on the job training, and to continuously share their learning experiences with others.

Our facilitated learning programs focus on four main areas:

- New Hire Onboarding
- Professional Skills Training
- Leadership Development, and
- Technical Skills Training

NEW HIRE ONBOARDING

All new employees are automatically enrolled in Online New Hire Orientation, a self-paced training that equips new hires with foundational information about our company and introduces them to the tools and resources available for their success. In addition, new employees are invited to participate in a virtual-live National Orientation event where they have an opportunity to meet, get to know, and ask questions of our Executive Leadership Team.

PROFESSIONAL SKILLS TRAINING

Our professional skills training portfolio consists of four primary offerings:

- **Personal Development** - A combination of six self-paced online learning courses developed by Harvard Business School. Topics include time management, change management, difficult interactions, stress management, writing skills, and presentation skills.
- **Crucial Conversations** - This course helps develop a skill that is difficult yet imperative—having difficult conversations in respectful ways. Participation helps employees gain confidence in their ability to foster dialogue when stakes are high, opinions vary, and emotions run strong. As a follow up to Crucial Conversations, employees can enroll in Crucial Continued.
- **Conscious Inclusion** - This self-paced online and required course focuses on communicating authentically, managing bias, having respectful conversations around different viewpoints, and fostering a sense of inclusion and belonging across the company.
- **DiSC** - DiSC is an acronym that stands for the four main personality profiles described in the DiSC model: (D)ominance, (i)nfluence, (S)teadiness and (C)onscientiousness. In this course, which is available to both individuals and teams, employees learn more about their natural working style as well as strategies to connect with others based on theirs.

LEADERSHIP DEVELOPMENT

Our leadership development training portfolio includes six courses designed to support leaders as they grow from new manager to aspiring senior leader:

MANAGEMENT ESSENTIALS - equips new managers to handle the unique challenges that come with supervising. Topics include difficult interactions, developing employees, delegating, coaching, performance appraisals, and goal setting.

INTERVIEW SKILLS TRAINING - This course, delivered by members of our Talent Acquisition team, is designed to create consistency in our assessment techniques, equip Hiring Managers to conduct legally defensible interviews, improve our quality of hire, and ensure we are consistently delivering a positive candidate experience.

MANAGEMENT OF POOR PERFORMANCE - This course, delivered by our HR Business Partner team, is designed to help managers identify, diagnose, and address under performance. Managers learn how to identify the cause of poor performance, provide constructive yet supportive feedback and partner with employees to create a successful performance improvement plan.

LEADERSHIP ESSENTIALS - A pre-requisite to Leadership 300, Leadership Essentials sharpens leadership skills so that leaders can better serve and mentor others. Topics include communication, coaching, engaging and retaining talent, and executing strategy.

LEADERSHIP 300 - A nomination-based leadership program taught by senior leaders, this course provides participants with an opportunity to further their leadership capabilities through a combination of greater personal insight via a 360 assessment and content curated to help them motivate, inspire, and develop their teams. Participants also gain exposure to company strategy including marketing, risk management, finance, and the fundamentals of enterprise leadership.

SENIOR LEADERSHIP - This nomination-based leadership program is taught by the executive leadership team and helps aspiring senior leaders prepare for the rigors of our most demanding and influential roles. Topics include authentic leadership, finance, and strategy, marketing and business development, and people and culture.

TECHNICAL SKILLS TRAINING

Our technical skills training portfolio is led by a combination of L&D facilitators and Operations Subject Matter Experts and includes a focus on Safety, Lean, Engineering, and IT systems:

SAFETY:

- First Aid/CPR/AED
- START/SCEW: A required course for all Operations professionals; Supervisor Training in Accountability & Recognition Techniques & Safety Culture Excellence Workshop
- SULU: A required course for all Operations professionals; Speak Up, Listen Up
- OSHA 30 Hour Hazard Recognition
- Silica Competent, and more!

APPLICATIONS OF LEAN PRINCIPLES - This course, offered to all JE Dunn employees, provides an overview of Lean culture and principles.

ME UNIVERSITY - This program is for all employees and includes a curated list of monthly topics relevant for building skills and capabilities for this critical team.

IT TECHNOLOGY TRAINING - Our IT team offers a series of courses and self-paced video content to ensure all employees understand JE Dunn process and technology systems.

In addition to the facilitated programs above, JE Dunn offers all professional employees access to the full catalog of LinkedIn Learning on-demand content allowing employees to tailor their learning to satisfy their individual development priorities. There are also a variety of unique and customized informal learning opportunities conducted by individual departments across the organization on a regular basis.

PROMOTING INTERNAL MOBILITY

In 2022, we recognized a need to enhance internal mobility across the company. Employees were seeking greater transparency to open opportunities and empowerment to manage their own careers. Our leaders wanted to be able to tap into internal talent beyond their span of control. Both sought transparency and a simple, consistent, and fair process for engagement & communication.

To continue to align with our key strategic initiative of Best People + Right Culture, we created an internal resource deemed Career Hub, a Toolkit for Growth. Through Career Hub, we continue to invest in and develop our employees.

Career Hub is hosted on our intranet and equips employees with the knowledge & tools they need to own their career development by answering three key questions:

1. What are the different ways to grow and take on new challenges?
2. How can they maximize their impact and prepare for their next opportunity?
3. How can they get inspired – what paths have others taken to achieve career success?



EDUCATION IN THE COMMUNITY

BUILDING THE FUTURE

JE Dunn's Community Impact Department recently launched "Building the Future," a K-12 construction education initiative centered on bringing awareness to careers in construction. We also hope this newly-created program will pay dividends by increasing interest in the skilled trades for future generations.

Through partnerships with local schools and educational nonprofits, students will experience hands-on engagement and build awareness of the many opportunities in the construction industry. Building the Future piloted in-classroom experiences in Kansas City in 2022, and has expanded to develop a toolkit of resources that can be used across JE Dunn's national footprint in 2023.

BUILDING THE FUTURE OFFERS:

- 1) Local Engagement
- 2) Interactive Digital Platform
- 3) Hands-On Learning Experiences
- 4) Nonprofit Partnerships

FIND OUT MORE AT:

<https://buildingthefuture.jedunn.com/>



EMPLOYEE HEALTH AND WELL BEING

WE BELIEVE IN FAMILIES FIRST

WE BELIEVE IN HEALTH AND WELL BEING

Central to our commitment to taking care of employees, these two guiding principles are fundamental to our approach to employee benefits. We also strive to be the employer of choice for the construction industry. Our comprehensive package ranges from offering affordable family health insurance and access to a large medical network to providing resources for life's other stresses. Our approach to benefits means caring for the whole person, and it begins with a robust benefits program that meets the needs of our employees and their families.

BENEFITS OFFERED

Medical, dental, and vision insurance
Health spending accounts
Life and Accidental Death & Dismemberment insurance
Short-term and long-term disability
401(k)
Employee stock ownership plan (ESOP)
Vacation, health, holidays, bereavement
Parental leave
Tuition reimbursement
Employee referral program
Employee assistance program (EAP)
Health care concierge
Maternity program

2023 ENHANCEMENTS

Reduced Health Insurance Deductibles
Increased HSA Seed Money
Lyra Medical Plan In-Network Coverage After Free Visits
Maternity Wellness Program
Free Membership to Care.com
Additional Telehealth options



MENTAL HEALTH

PRIORITIZE YOUR MENTAL WELL-BEING WITH LYRA

All JE Dunn employees have access to our mental health benefit, Lyra.

Lyra provides confidential mental health support to employees and eligible dependents, at no cost. Coverage is automatic and available regardless of participation in any other benefits. The Lyra benefit will provide JE Dunn employees AND each eligible family member 12 free visits per year.

Lyra offers expert and compassionate support for all types of needs and preferences. Whether employees are experiencing burnout, anxiety or depression, caregiver stress, racial stress/trauma, or even looking to improve relationships, Lyra has a care option that's right. With highly trained coaches, therapists, and easy-to-use digital lessons and tools, support can be accessed right away.



HYBRID WORK

ENVIRONMENT FRIENDLY POLICIES WHICH ALSO SUPPORT WORK LIFE BALANCE

In 2022, JE Dunn published an official hybrid work policy. Guidelines are designed to ensure employees can be the most productive, both personally and professionally. Given the varying needs of our population, hybrid work guidelines and best practices are tailored to the specific roles and work employees perform. The ultimate decision making and discretion falls to each individual executive leader to ensure productivity, performance, and client demands are met. The goal is to enhance productivity, engagement, and quality of life, while ensuring we perform at the highest level for our clients and teammates.

Hybrid work can also positively impact the environment with reduced consumption of fossil fuels, improved air quality, reduced power consumption, less office square footage required over time, and a net reduction of each person's carbon footprint.



GOV

OUR COMMITMENT

Ethical, safe, and risk-adverse policies and procedures are at the foundation of JE Dunn Construction. A solid governance system is imperative to growing our environmental and social commitments. Within this section, we have outlined the management structure, compliance tools, safety protocols, and policies we employ to remain accountable and transparent.

VERNANCE

IN THIS SECTION: Company Organization: Leadership/Board of Directors | Safety | Policies, Ethics, and Compliance | Risk Management | Corporate Risk

.63

2022 TRIR
(Total Recordable Incident Rate)

.40

2022 DART
(Days Away, Restricted or Transferred)

.55

2022 EMR
(Experience Modification Rate)

COMPANY ORGANIZATION

JE Dunn will celebrate our centennial in 2024. Our core values centered around safety, integrity, honesty, and family haven't changed much in 100 years.

We take a comprehensive approach to our governance structure, where transparency and equity are at the heart of all we do. The board of directors of JE Dunn's parent company (J.E. Dunn Construction Group) work closely with our leadership team to ensure our founding values are incorporated in all that we do.

That's why we make transparency in safety, governance, ethical labor practices, risk management, strategic oversight, and compliance top priorities.

Board of Directors

Our Board of Directors establishes the general direction of the company, appoints the CEO and President, approves officers and compensation, and is responsible for ESOP administration and communication.

OUTSIDE/INDEPENDENT DIRECTORS:



JEAN KANE
Former CEO of Colliers
International-Minneapolis/
St. Paul
Former CEO of
Welsh Companies



BILL MASSEY
Chairman, Board of
Directors for PCG



KEVIN RAUCKMAN
Owner, Rauckman
Advisors, LLC



BETHANY ROPA
USB Investment Bank



LEROY J. WILLIAMS, JR.
Founder and Chief
Executive Officer,
Cybertek-IQ LLC

FAMILY/EMPLOYEE DIRECTORS:



TIM DUNN
Chairman and Chief
Investment Officer



GORDON E. LANSFORD, III
JE Dunn Construction
President and CEO



BOB DUNN
Senior Vice President of
Community Affairs
Chairman, Dunn Family
Foundation



BRIAN DUNN
Senior Vice President,
National Director of
Integrated Project Services



DAVID STAKER
Chief Executive Officer and
President, Plastic Packaging
Technologies LLC

LEADERSHIP TRANSPARENCY

JE Dunn's Code of Business Ethics and Conduct (Code of Ethics) is built on trust and integrity in the way we treat clients, partners, and each other. To maintain the greatest level of trust and confidence with our customers, trade partners, employees, and community, each member, owner, officer, director, employee, and agent of the company pledges:

1. Never to share information given in confidence.
2. To account for all exchanges of services, materials, and money.
3. Not to accept anything we have not earned or for which we have not paid.
4. To recognize the value of every person with whom we have contact.
5. To be honest in our commitments to clients, vendors, family, self, and each other.

TRANSPARENT ACCOUNTING METHODS

JE Dunn's internal standards require that records and books of accounting be accurately, completely, and honestly maintained. The true nature of our project services should always be fully disclosed, adequately supported, and documented.

PAY EQUITY AND TRANSPARENCY

At JE Dunn, we take every step to ensure fair, consistent, competitive compensation. That includes regular and up-to-date market analysis and internal audits. We also have an executive compensation committee composed of the parent company's board of directors to provide oversight and input regarding compensation with support from an independent compensation consultant.



SAFETY
EVERYONE.
EVERYWHERE.
ALL THE TIME.



2022 TRIR
Total Recordable Incident Rate



2022 DART
Days Away, Restricted or Transferred



2022 EMR
Experience Modification Rate

At JE Dunn, health and safety is a culture we are proud to identify with—we make safety about **“Everyone. Everywhere. All the Time.”** We are committed to doing everything within our power to ensure every individual is always safe, protecting the safety of not just our employees but also their families. We work to empower our people to make safe choices in every aspect of their lives.

MINIMIZED RISK THROUGH PLANNING

We have an obligation to the community, our clients, and everyone on our project sites to maintain a hazard-free environment. When risk is minimized, clients benefit from increased savings and a positive public perception of a project.

PROJECT-SPECIFIC SAFETY PLANNING

Our approach to risk management is through project-specific safety planning. Recognizing that every project is unique, JE Dunn superintendents lead their project teams in the field, with the support of our regional safety director and safety managers. Everyone on a jobsite, including trade partners, is held to the project-specific safety plan. Depending on the size, scope, and complexity of the construction site, the JE Dunn safety team provides the necessary oversight to set a project up for success.

SAFETY TRAINING AND PROGRAMMING

Training is an integral part of JE Dunn's safety culture, ensuring all employees in the field and the office are educated on JE Dunn's safety policies and equipped with the knowledge to implement these safety practices. We provide safety programming and education for all employees, including internal campaigns and innovative and successful practices to safeguard jobsites and protect workers. Documentation is provided in both Spanish and English.



SAFETY TRACKING YOU CAN SEE

CMiC CONSTRUCT PM

JE Dunn employees perform both safety and quality Site Observations and document using project checklists in CMiC to document conforming and/or non-conforming issues. The CMiC Construct PM mobile app is used for performing observations and gathering data, while the desktop version is used for managing data and reporting. Hazards and corrective actions identified are entered into the program for analysis. The data can then be trended into proactively identify areas of concern before incidents happen.

JOB SAFETY ANALYSES

Each day starts with all trade partners discussing the day's activities and identifying potential risks through a Job Safety Analysis (JSA). JE Dunn leadership participates in each session and facilitates weekly "all hands" meetings. We hold pre-planning and pre-installation meetings with trade partners prior to working on site to review safety concerns, specific JSAs, and other issues. Each team meeting begins with a safety moment, where the team discusses current activities and risks to be mindful of.

Safety is employee-driven on our project sites. Everyone has a voice and we promote high participation and involvement through the use of our leading indicators, such as total number of JSAs completed.

JSAs are signed by individual workers and submitted to the JE Dunn team. When walking the site, JE Dunn team members can confirm that trade partners have completed their JSA for that piece of work.

LEADERSHIP THROUGH PARTNERSHIP

Projects are safest when we work together. In addition to closely joining our trade partners, our approach to managing a site is to partner with our clients. This allows for complete transparency and affords a safety commitment at all levels in a project.

Below is a summary of key safety approaches we take on all projects.

TRAINING

We educate front-line workers to equip them with the right knowledge to take on their upcoming tasks. This extends to trade partners as well, as they are also an integral part of our team.

SAFETY ORIENTATION AND DRUG TESTING

Every worker must attend safety orientation and pass a mandatory drug test prior to beginning work. In this orientation, workers are shown our safety video as well as other project-specific information. Owners may also include pertinent information to be reviewed.

NEAR-MISS REPORTING

JE Dunn promotes the proactive approach of reporting near-miss events on our projects.

Every worker is encouraged to participate in incident prevention by reporting near misses via a QR code posted around the project site, as well as on their cell phones. Near misses are investigated, controls are developed, and these events and findings are communicated in weekly safety meetings.

INCIDENT REVIEWS

In the event of an incident, we meet with the parties involved and conduct a root cause analysis. Once we find the root cause, lessons learned that can prevent future incidents are broadcast to the team and all JE Dunn employees.

"WHY I WORK SAFE"

It is our goal that everyone on our projects returns home to their loved ones at the end of each day in the same shape that they arrived that morning.

To personalize and reinforce the safety culture, JE Dunn encourages everyone on our project sites to participate in the "Why I Work Safe" program. Workers may wear badges with photos of loved ones as a constant reminder of why safety truly matters.

LEADERSHIP SAFETY WALKS

JE Dunn's leadership team regularly walks project sites to ensure vice presidents are visibly committed and that project executives and general superintendents are actively involved.

These safety walks focus on behaviors, compliance, and positive recognition. After a site has been evaluated, a meeting is held to reinforce continuous improvement.

A Safety Champions Award is presented to the most deserving project each quarter.



A PROACTIVE APPROACH TO POLICIES, ETHICS, AND COMPLIANCE

In addition to the Code of Ethics, we have policies that govern technology, safety, and security practices to keep our information private and protected, as well as our National Vehicle Policy governing conduct when representing the company on the road.

DATA GOVERNANCE – POLICY ADMINISTRATION STEERING COMMITTEE

To maintain a robust centralized policy program, our Data Governance – Policy Administration Steering Committee meets quarterly to review any potential policy revisions or additions. The committee is comprised of between 8-10 cross-functional senior leaders. All policies and policy changes must be reviewed and approved by the committee.

POLICY TRANSLATION PROJECT

At JE Dunn, we want all employees to understand their rights and expectations. Historically, any JE Dunn employees or trade partners who require translation of our policy documents could request an oral translation. In recent years, we have translated all our policies into Spanish and have a Master Services Agreement with the Language Group for translation services for any other needs.

OUR POLICIES EXTEND BEYOND JE DUNN

JE Dunn's policies reach beyond our direct employees. We make every effort to screen agents, contractors, and trade partners to ensure their conduct aligns with our Code of Ethics. In 2020, we began extending our existing ethics and anti-harassment policies into our subcontractor agreements. This includes the banning of hate symbols (such as nooses, swastikas, rebel flags) on personal property, in offices, or at job sites. We made this information available to all employees and site managers through our internal intranet and in company-wide educational sessions.

BUSINESS ETHICS AND COMPLIANCE PROGRAMS

In addition to developing policies and procedures that ensure ethical business conduct, JE Dunn takes a proactive approach in informing employees to conduct business in accordance with the law and company policies. The Code of Business Ethics and Conduct and all other policy documents are included in our onboarding process to ensure that 100% of new employees are aware of and familiar with our policies. Annually, during the company's compliance week, we ask our employees to review the Code of Business Ethics and Conduct and other important policies to keep our employees familiar with our business conduct standards. The JE Dunn legal department conducts an annual officer survey to ensure our officers comply with requirements. All JE Dunn employees are required to complete anti-harassment training annually. Highlights from our Code of Ethics include:

ETHICAL LABOR PRACTICES

We believe in the human rights of our workers and are committed to maintaining an environment with fair working conditions. JE Dunn does not tolerate any form of child, forced, bonded, or compulsory labor on our work sites or in our supply chain, including such practices as the unlawful or illegitimate withholding of wages. A child is anyone below the age of 15, or below any higher minimum age specified by local law.

In addition, we do not allow any practice that would restrict the free movement of employees. Such practices can include requiring employees to hand over identification documents, passports, or work permits as a condition of employment. Working hours are not to exceed the maximum set by local law.

SMALL BUSINESS UTILIZATION (SBU)

Where subcontracting opportunities are present, JE Dunn operates to maximize opportunities for small businesses. This is especially true for Federal contracts performed by JE Dunn. Some of JE Dunn's Federal contracts may incorporate small business subcontracting plans that require JE Dunn to make good faith efforts toward meeting certain percentages of small business utilization (and break down those percentages according to types of small businesses).

To discourage large companies from abusing small business preference programs, JE Dunn requires all small business subcontractors on Federal contracts to sign a written self-certification. This written self-certification must be signed and provided back to JE Dunn before the company issues any subcontract to a small business under a Federal contract. Written self-certifications should be obtained for each subcontract issued to that business.

CONFLICTS OF INTEREST

JE Dunn's Code of Ethics covers a strict and comprehensive discussion of avoiding, reporting, and disclosing conflicts of interest. This includes: the receipt of gifts, entertainment, cash, and/or loans; discounts; outside and volunteer activities; public office or governmental positions; board memberships for any for-profit organizations; employment and/or recruitment; investments and other financial opportunities; and even regional relationships.

POLITICAL CONTRIBUTIONS AND ACTIVITIES

While employees are encouraged to personally participate in the political process by voting or otherwise being involved in political activity, the company will never require or expect any employee to express a political view that is contrary to their personal view. In addition, employees' political views do not represent or speak on behalf of JE Dunn.

Any applicable federal and/or state lobbying or corporate contributions must be done in accordance with Federal and state laws.



RISK MANAGEMENT

For many construction companies, risk management means insurance and bonds. But at JE Dunn, risk management is more—our risk factors are primarily driven by the risks of our core business: construction and standard corporate risks. Therefore, we take a universal approach to the risks the company faces to protect employees, clients, partners, and the company.

Risk Management provides services for the entire life cycle of projects. Their engagement and dialogue with Operations at JE Dunn allows all parties to partner for a successful project delivery. And, our relationships with third-party partners allow us to deliver best-in-class protection efficiently and at a competitive price.

EXECUTIVE ENTERPRISE RISK ASSESSMENT

The Enterprise Risk Assessment helps us identify and prioritize our risks and mitigation tactics. Our executive leadership team uses a risk matrix to score the level of each risk (high, medium, or low) based on current mitigation efforts. The team uses the same matrix to identify whether the risk is increasing, flat, or decreasing. Those results are then reported to the Board of Directors.



CORPORATE RISK

Any company of a certain scale incurs standard corporate risks. At JE Dunn, we use several strategies to mitigate these risks. As a baseline, we have overall corporate policies (non-construction-related) such as equal employment opportunity and anti-harassment that define our basic expectations and compliance. Next, the company has its Code of Ethics, which lays out our approach to relationships and expectations of ethical conduct.

To help ensure compliance, JE Dunn maintains a confidential toll-free ethics hotline as well as an anonymous online reporting tool. Callers to the hotline are connected to a voice mailbox where messages regarding ethical concerns are collected and transcribed for further investigation. The online reporting tool on the company's intranet allows employees to submit completely anonymous written messages reporting the same. Employees are required to report any suspected policy and/or compliance violations, and JE Dunn provides protections for retaliation against such reporting. Another strategy to mitigate corporate risks is employee training. The compliance, risk management, and legal departments regularly provide training to all company employees to address, identify, and prepare for known risks.

DATA PROTECTION/CYBERSECURITY

The electronic age has brought with it new threats to information security. As a Federal contractor, JE Dunn is particularly concerned with protecting against hacks that can jeopardize the safety of Federal contract data. JE Dunn asks that its employees assist the company in all of our daily activities and on all of our projects in maintaining strong controls by refraining from accessing or saving company data on personal computers, personal email accounts, or other personal storage devices; shredding any discarded papers containing sensitive or Federal contract information; escorting and monitoring all visitors to JE Dunn offices and project sites; maintaining secure, confidential passwords and periodically changing passwords; and taking any other proper measures to prevent unauthorized access to company information.

The IT department conducts regular training for employees to help them spot non-compliant employees, phishing scams, or other attempts to compromise our secure system. In addition to the measures we ask employees to take, JE Dunn has a team of information security specialists who make the framework for ultimate cybersecurity protection. The team conducts routine maintenance and surveillance such as maintaining our firewall and tracking viruses, as well as vetting all vendors to make sure any software or hardware they use is built with the proper protections.

