

CORPORATE SOCIAL IMPACT:

# Accelerating Social & Environmental Responsibility



“ *In these difficult times, we have escalated our commitment to take action within our company and in our communities to address the climate crisis, racial injustice and social inequities. In 2021, we formalized a Social Impact function for McKinstry to bolster our commitments to community service, philanthropy, equity and sustainability. Led by Ashley Ruiz, this team, working in collaboration with our employees across the country, is focused on enacting positive change and advancing social and environmental responsibility — work that is vital to our Action for Impact strategic plan.*

”

– Dean Allen  
CEO





*2021 was a year of tremendous growth, focus and expansion of our work around our commitments to diversity, equity and inclusion, sustainability, vendor diversity, community service and philanthropy, even amid an ongoing pandemic. With both urgency and authenticity, we rapidly mobilized and accelerated new programs and deepened existing initiatives to drive greater impact. This included significantly expanding our Social Impact team, adding three skilled professionals to support our work and aspirations.*

*In this Corporate Social Impact: 2021 Year-in-Review, you'll see how our employees took action across the nation to reduce greenhouse gas emissions, find creative opportunities for community service, increase inclusive procurement practices for diverse-owned business and engage in courageous conversations and self-growth to advance a culture of equity and inclusion within McKinstry and beyond. Our values and our deep commitments to people and planet guide us in our efforts. Together, we are working to build a thriving planet and a brighter future for all.*



**– Ashley Ruiz**  
**Director of Corporate Social Impact**

# McKinstry Corporate Social Impact

McKinstry is focused on enacting positive change through these three key commitments:



## SUSTAINABILITY

**Build a healthy world and resilient future for all.**

*Read more on [page 3](#)*



## EQUITY

**Achieve equity, diversity, inclusion and social justice for all.**

*Read more on [page 10](#)*



## COMMUNITY

**Contribute to the greater good through service and philanthropy.**

*Read more on [page 17](#)*





# SUSTAINABILITY

Our Carbon & Climate Commitment is the cornerstone of McKinstry's Sustainability focus. This commitment focuses on three areas with 2025 goals for each: **reduce** the net greenhouse gas (GHG) emissions from our business, **change** the industry to drive toward a zero-carbon future and **impact** people and communities through sustainability-oriented community service and philanthropy.





# SUSTAINABILITY

## Progress Made in All Three Carbon & Climate Commitment Program Areas in 2021

### FOR OUR PEOPLE

**2025 Goal:** 50% reduction in greenhouse gas (GHG) emissions against a 2019 base year. Implement creative solutions to reduce operating emissions from all areas of our business.

**Progress:** Completed a full 2020 GHG inventory and realized a 37.5% reduction in our GHG emissions between 2019 and 2020. Set an aspiration to have a 100 percent electric fleet by 2030.

### FOR OUR CLIENTS

**2025 Goal:** Partner with our clients to create innovative and cost-effective ways of building a zero-carbon future.

**Progress:** Continued to design and deliver industry-changing zero-carbon buildings and technologies as well as large-scale, novel solar installations. Our Catalyst building in Washington, a showcase for low-climate-impact design and function, and solar projects in Colorado, Minnesota and Arkansas, are a few examples.

### FOR OUR COMMUNITIES

**2025 Goal:** Contribute \$1 million in philanthropic donations and 5,000 hours of community service to environmental organizations.

**Progress:**

More than 200 McKinstry volunteers contributed a total of 640 hours across 15 different projects working to protect and restore the planet. McKinstry planted over 1,800 trees through One Tree Planted and donated more than \$72,000 to climate-focused organizations.



“

*In my career at McKinstry, I have been a witness to the company's commitment to a zero-carbon future. My role as a building performance analyst has given me direct exposure to some of McKinstry's highest achievements in sustainability, including zero-energy and zero-carbon projects like Catalyst and promoting energy efficiency in mechanical design to many of our industry partners.*

”

- Ivan Jose

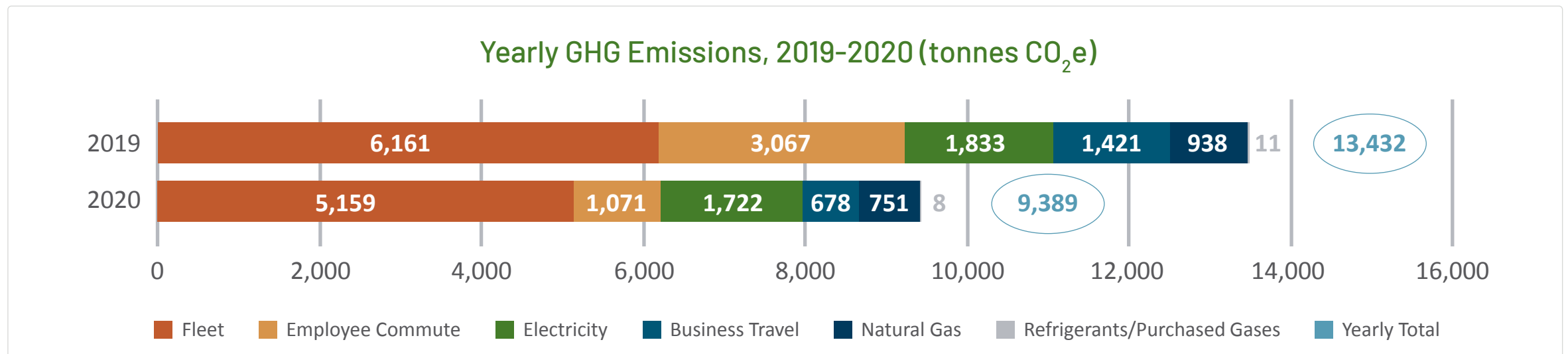
Senior Building Performance Engineer  
Net Zero Task Force Member





## FIRST COMPARATIVE GHG REPORT SHOWS PROGRESS

In 2021, following up from McKinstry's baseline greenhouse gas (GHG) inventory conducted for 2019 emissions, we completed a second inventory for 2020 emissions, which showed a 30% operational reduction in emissions year over year. The pandemic presented a unique opportunity to implement virtual and hybrid work options and accelerate our PeopleFirst Work flexible approach, which will continue a reduction in emissions while providing an inclusive work environment that welcomes and enables diverse work styles.



2021 GHG data will be shared in Q2 of 2022.





## 37.5% YEAR-OVER-YEAR EMISSION REDUCTION

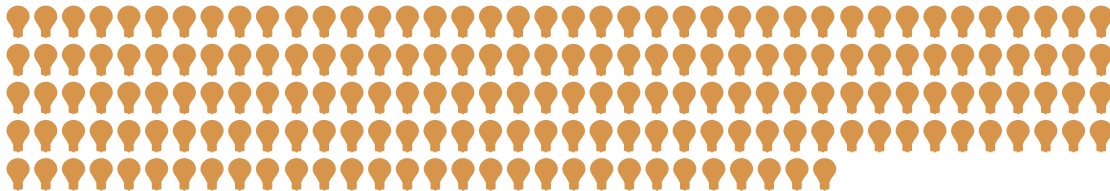
The more than **5,000 tons** of reduced carbon emissions is a **37.5% drop** compared to our 2019 base year, and is equivalent to:



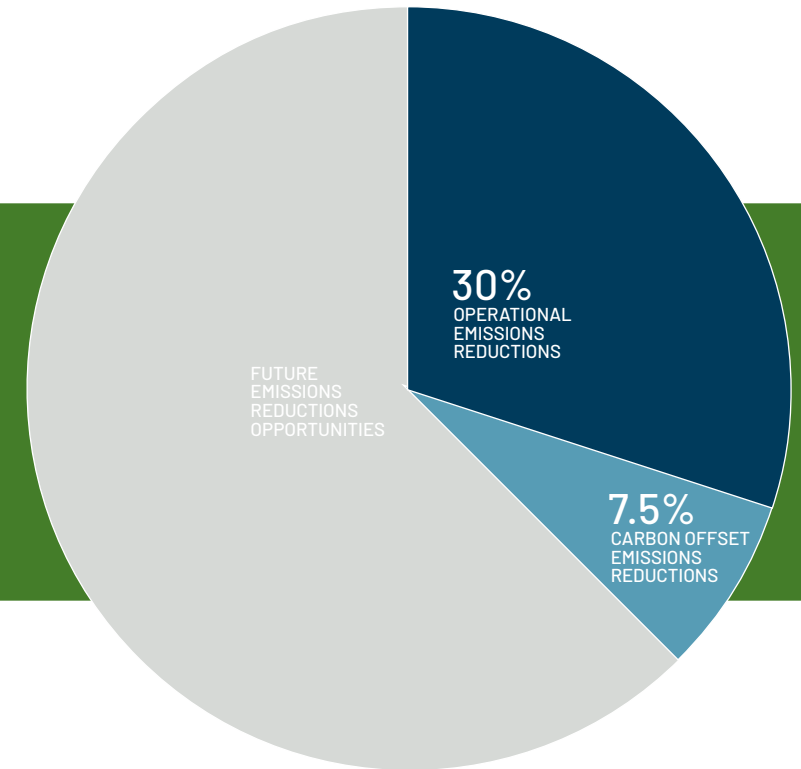
**1,000 cars** taken off the road



**600 homes'** energy use for one year



**190,000 incandescent bulbs** switched to efficient LEDs







# SUSTAINABILITY

## Partnering with Our Clients for a Zero-Carbon Future

We enable our clients to think bigger to decarbonize our built environment:

### WITH INNOVATIVE SOLAR PLANNING, DESIGN AND DEVELOPMENT...



**Arkansas' Howard County** partnered with McKinstry on the installation of a 308-kW solar array coupled with energy upgrades and retrofits that bring the county close to net-zero energy. The county will generate as much energy each year as it consumes at zero cost premium to taxpayers.



**Climate Pledge Arena** is targeted to be the first International Living Future Institute certified zero-carbon arena in the world thanks to McKinstry-installed photovoltaics that provide more than 1.4 million kWh of annual renewable electricity and 31,000 metric tons of carbon offset over the project's lifetime.



With **Winona State University** in Minnesota, we are building a sustainability and solar energy project that will result in a 23.8% reduction in utility costs and a total savings of \$26 million over the project's 25-year lifetime.



In November, we celebrated the completion of **13 new solar arrays** constructed across eight local government agencies throughout Northwest Colorado. This collaboration with our regional partners in Colorado supports the state's goal to be 100% renewable energy by 2040.



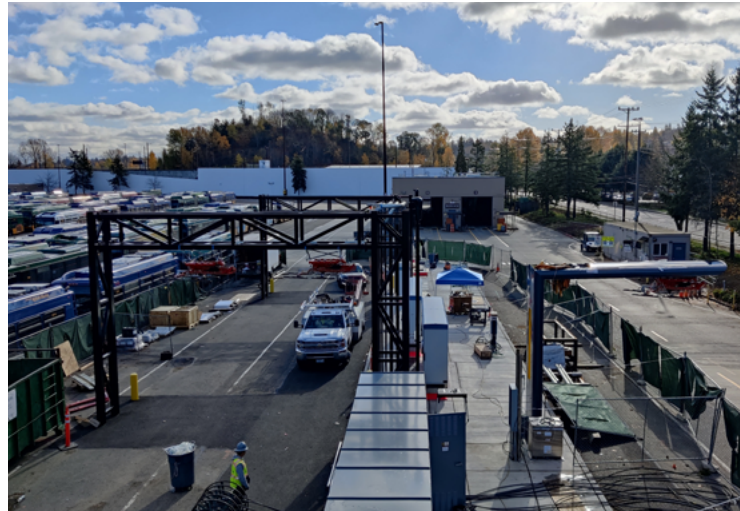


# SUSTAINABILITY

... AND WITH GROUNDBREAKING, HOLISTIC ZERO-CARBON APPROACHES.



The **Catalyst building**, in Spokane, Wash., employs pioneering efforts, such as cross-laminated timber, daylighting and air sealing, to hit zero-energy and zero-carbon targets. The design of the building ensures that the building remains functional without power.



We're working with **King County** on the development of the South Base Test Charging project, helping the county with its 2020 Climate Action Plan goals and journey to achieve a 100% zero-emissions fleet by 2040. The project upgrades transit bases to battery electric buses (BEB) and BEB-enabling infrastructure.



We provided mechanical design and construction along with design and process recommendations for the **Washington State Ecology's Eastern Regional Headquarters Annex** to achieve International Living Future Institute (ILFI) Zero Energy certification. The building is poised to set a milestone as the first Washington State-owned ILFI Zero Energy certified building.



# SUSTAINABILITY

## Building a Strong Foundation

In 2021, we escalated important work that lays a foundation for our carbon and climate goals. Highlights of this progress include:

- Developing data gathering and modeling capabilities using tools that include McKinstry's own industry-leading dashboard analytics platform, Reveal™, to track and report energy consumption across key McKinstry facilities.
- Creating working groups focused on greenhouse gas (GHG) reduction strategies for fleet electrification and facility improvements.
- Providing education and forums for our employees to share best practices and learn from industry experts, including a five-part "Sustainability Series" and monthly zero-carbon and zero-energy meetups.



### FIRST CARBON OFFSET PURCHASES SUPPORT LAND CONSERVATION

McKinstry made its first ever purchase of carbon offsets, procuring 1,000 carbon offsets from two different projects that both use the carbon absorbing potential of soil to reduce emissions while bringing additional co-benefits to local communities. In Colorado, support of the Medford Spring Grassland Conservation protects endangered animal habitat while preserving nearly 7,000 acres of carbon-capturing grasslands. In Montana, our offset purchase helps fund regenerative ranching practices.



“

*In 2021, we laid the foundation for our goal to have a 100 percent electric fleet by 2030, conducting research, creating a plan and ordering vehicles. I'm looking forward to seeing McKinstry electric vehicles on the road as we drive toward our EV fleet goal.*

”

– Mark Jonson

Vice President, General Manager, Construction  
Fleet Electrification Working Group





**Addressing the equity crisis** is a core tenet of McKinstry's five-year Action for Impact strategic plan. Our values demand that we take accountability for **diversity, equity and inclusion**.



## Diversity, Equity & Inclusion – Our Journey to 2025

In 2021, with the input of employees, leaders, trade workers and community organizations, we published our comprehensive 2025 DEI strategic initiative. The plan is organized around six critical areas of growth and opportunity for McKinstry.

In each of these critical areas, we took action in 2021, creating opportunities to build awareness, boost skillsets, bolster commitments and build partnerships that will advance equity and inclusion internally and externally.

### KEY WORKSTREAMS

Over the next five years, we will focus on key gaps and opportunities to include:

#### ADVANCE RACIAL EQUITY

#### STRENGTHEN INCLUSIVE JOBSITE CULTURE

#### UPSKILL OUR PEOPLE

#### BUILD PERSONAL OWNERSHIP

#### DRIVE EQUITY OUTCOMES IN OUR COMMUNITY

#### DEMONSTRATE DURABILITY & COMMITMENT

### 2025 END STATES

We have set ambitious objectives and will evaluate our success for each workstream around target end states:

- Our culture is representative and inclusive of **people of color at all levels.**
- Our jobsite and field culture is **best-in-class for equity and inclusion.**
- Our people are **trained in critical DEI topics** that drive understanding in the workplace and empower people to act.
- Our people are **active participants and have ownership** in advancing equality.
- Our community service and philanthropy **address systematic inequities** and uplift historically marginalized populations.
- Our people **believe in and are inspired by** our ongoing commitment and aspiration around DEI.





## Highlights of Progress in Our Key Workstreams

### ADVANCE RACIAL EQUITY

### A COMMITMENT TO PROGRESS IN WASHINGTON AND NATIONWIDE

2021 was our first year of participation in the statewide coalition Washington Employers for Racial Equity (WERE). McKinstry is a signer to WERE's Commitment for Progress (CFP) to **further racial equity** for Black Washingtonians, answering the call to do more to **break down barriers of systemic inequity and racism** and **create opportunity for all**. We further commit to leveraging the intent of WERE's CFP for all communities of color in Washington and in our business nationwide.



*ANEW changed my life. Before the program, I was living paycheck to paycheck. ANEW gave me back my confidence and made me feel like I could have a career I could be proud of. Now I work for one of the best companies, McKinstry. I love working for this company. My team and managers are great and I'm learning something new every day.*



**- Georgia Zimmerman**

**ANEW graduate, McKinstry employee,  
and prospective plumbing apprentice**

### STRENGTHEN INCLUSIVE JOBSITE CULTURE

### CREATING WELCOMING AND SUPPORTIVE JOBSITE CULTURE FOR ALL

In collaboration with associations, clients and partners, **McKinstry is committed to influencing our industry** to diversify jobsites and the skilled labor pipeline to ensure that jobsites provide **safe, inviting, respectful and equitable work environments for all**. In 2021, we:

- Convened a new task force that is focused specifically on advancing DEI on jobsites and in the field.
- Launched the ability for union employees to apply to participate in McKinstry Alliances as paid time.
- Added DEI questions to the annual safety survey to assess mental wellbeing in addition to physical wellbeing.
- Commenced new partnerships with pre-apprenticeship programs focused on women and people and color through ANEW, Seattle Public Schools and Seattle Colleges.
- Actively participated in the Mechanical Contractors Association (MCA) Western Washington DEI Committee.
- Partnered with our clients on opportunities to advance DEI on specific projects.



# EQUITY

## UPSKILL OUR PEOPLE

## MANAGERS TRAINED IN KEY DEI SKILLS

Recognizing that managers play a critical role in advancing diversity, equity and inclusion, we **deployed nearly 600 hours of inclusive leadership training to nearly two-thirds** of all people managers in 2021 focused on understanding and eliminating bias and taking action to create a more inclusive culture.

## BUILD PERSONAL OWNERSHIP

## BUILDING BRIDGES FOSTERED EMPATHY AND CONNECTION



Hundreds of staff came together for our **Building Bridges: Dialogue for Change**, joining with peers in education, reflection and courageous conversation.

Sessions drew

# 2,201

PARTICIPANTS

engaging in over

# 3,300

HOURS OF CONVERSATION

featuring

# 23

LEAD CONVERSATIONALISTS

leading discussion in

# 6

CRITICAL DEI TOPICS

## DEMONSTRATE DURABILITY & COMMITMENT

## INCREASED REPRESENTATION IN LEADERSHIP

We **significantly increased diversity** in leadership in 2021, adding several new board and executive committee members to increase representation across our core leadership groups. Currently:

- Our new executive committee is 30% women, 10% people of color and 10% LGBTQ.
- Our board of directors is 25% women and 12% people of color — and we were proud to welcome two new board members in 2021, including the founder of the Black Business Warehouse in Washington.



“

*Although America had multiple crises to deal with over these last 16 months, McKinstry saw the opportunity to provide a space for a positive outlet. These conversations have encouraged new attitudes about equality, mental health/self-care, personal growth, and career development. Thanks, McKinstry!*

”

- Clifton Allen

Senior Technology Helpdesk Technician  
Building Bridges Lead Conversationalist





## McKinstry Alliances Build Bonds and Resilience

In 2021, our six McKinstry Alliance resource groups collaborated and took action to support a culture of inclusion through events, workshops and projects.

### FORUMS SHOWCASE SHARED EXPERIENCES



To celebrate **PRIDE month**, the McKinstry Pride Alliance hosted a virtual visit from Washington Supreme Court Justice Mary Yu, the first Asian, the first Latina and the first member of the LGBTQ community to serve on the Washington State Supreme Court. Justice Yu touched on the key role she played in the 2012 Washington marriage equality ruling.

Members of our Veterans Alliance shared their hard-won experience and heartfelt advice for building and maintaining resilience in challenging circumstances in a forum recognizing **Veterans Day**.



**In honor of International Women's Day**, former Washington STEM CEO Angela Jones led an engaging conversation on the importance of expanding gender equity in science, technology, engineering and mathematics (STEM) with several female students pursuing STEM education and fields, one of whom has since joined McKinstry as an employee.



## CREATING CONNECTIONS THROUGH FOOD AND FAMILY

In 2021, our Unity Alliance published the “Bringing the Culture” cookbook, a compilation of sentimental and traditional family recipes from members of the Unity Alliance.



“

*The Unity Alliance exists to empower McKinstry’s professionals of color through connection and education. We marked our first year of accomplishments with a showcase of our diverse upbringings and backgrounds through food!*

”

– Dandia Johnson

Associate Product Management Specialist  
Unity Alliance Co-Chair



“

*This cookbook is a small but impactful way to show what we do — celebrating diversity and creating connections. Rather than a simple collection of recipes, we see this as a collection of cultures.*

”

– Julian Allen

Account Executive  
Unity Alliance Co-Chair





## DRIVE EQUITY OUTCOMES IN OUR COMMUNITY

## VENDOR DIVERSITY PROGRAM EXPANDS

In 2021, we strengthened our foundation and toolkit to increase participation of minority, women and other disadvantaged business enterprises (MWDBE) in our projects.

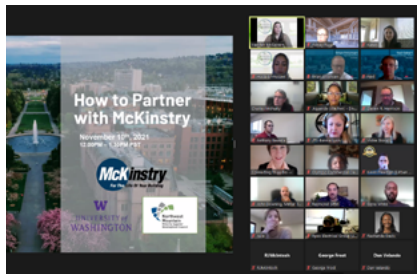
### 2021 VENDOR DIVERSITY HIGHLIGHTS:

- Entered new partnerships with organizations focused on supporting diverse business enterprises through certification, advocacy and promoting networking and business opportunities.
- Formed a task force comprised of leaders dedicated to supporting MWDBE inclusion.
- Enhanced our internal tools, including our Vendor Diversity SharePoint site and Power BI dashboard, to better support employees with MWDBE inclusion planning and inform them of progress.

### IN 2021:

- MWDBE spend: More than **\$20 million**
- Number of MWDBE partner vendors: **212**
- Partnered with at least one MWDBE on **672 projects** across **22 states**

## Engaging Diverse Vendors Through Outreach



In partnership with the Northwest Mountain Minority Supplier Development Council, McKinstry held a virtual outreach event with more than 70 diverse business enterprises to provide information on specific opportunities for our UW Power Plant project that begins in 2022. Participants praised the event in their feedback and welcomed this opportunity to learn about best practices for working with McKinstry and the University.

*"Would love to see more events like these! Thank you for providing access to minority-owned business enterprises to engage with companies like McKinstry."* - ELYON International, Inc. (MBE, WBE)



“

*Increasing our engagement with diverse-owned businesses isn't only good for our local communities and local workforce, but it's a key part of operational excellence at McKinstry. Expanding our subcontractor and supplier partnerships drives diversity of thought, innovation and new approaches on our projects — enabling us to deliver with excellence for our customers.*

”

- Chris Larocque

Vice President of Operations, Energy & Technical Services  
Vendor Diversity Advisory Committee Member





# COMMUNITY



We focus our community service and philanthropic support to **Lift Up Future Generations**, **Protect & Restore the Planet** and **Advance Equity & Social Justice**. Our employees give generously of their time, and the company upholds their dedication in numerous ways.





## Our Service in the Community

In 2021, amidst the ongoing global pandemic and crises in our communities, McKinstry employees continued to serve diverse community needs through Building Good activities.

### Community service by-the-numbers overview:

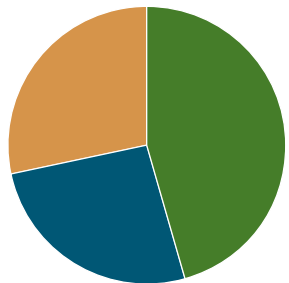
# 463

VOLUNTEERS

# 1,527

HOURS SERVED

### Community service hours by philanthropic priority:



Protect & Restore the Planet (42%)

Advance Equity & Social Justice (24%)

Lift Up Future Generations (26%)

### Community service backed by financial support: the Impact Fund

We offer two ways that employees can amplify their community service with financial support. Through the Pre-Fund program, employees can fund resources that contribute to their service projects. With the Post-Fund program, McKinstry matches time volunteered with a monetary donation to recipient organizations. Through these two funds, we contributed a total of \$10,500 in support of 13 projects in 2021.



“

*One thing I sincerely love about our Building Good community service program is that it provides opportunities for all of our people to find something they are passionate about to get involved in. Our employees are driven to participate in our communities, and we organize many efforts focused on lifting up youth, protecting and restoring the environment and advancing equity and social justice — our core commitments at McKinstry.*

”

– Leslie Larocque

Vice President, Energy & Technical Services  
Building Good Sponsor



## McKinstry Employees Roll Up Their Sleeves in Their Communities



### Forterra at Crystal Springs Park

We planted 140 shrubs and trees at Crystal Springs Park in Tukwila as well as cared for young plantings done by McKinstry in prior years.

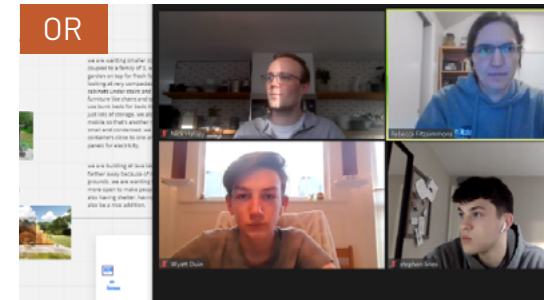
Protect & Restore the Planet



### Spokane Neighborhood Action Partners (SNAP)

In partnership with SNAP, a community service non-profit in Spokane, we assembled 600 energy & water savings kits and distributed them in twelve low-income neighborhoods.

Advance Equity & Social Justice



### ACE Mentorship of Oregon

Over a 16-week period we virtually mentored local high school students through a design project introducing them to the architecture, construction and engineering fields.

Lift up Future Generations



### Denver Public Schools STEM

We delivered five pre-packaged, hands-on project kits to 26 students in two classes and met with the students virtually to teach assembly and concepts.

Lift up Future Generations



### City of Minneapolis Earth Day Celebration

We collected trash and recycling items at Mill Ruins Park in support of the Minneapolis Earth Day celebration.

Protect & Restore the Planet



### Harvest Compassion Center

We worked as attendants for those seeking to use the food pantry and gently used clothing resource supporting families in the North Phoenix area.

Advance Equity & Social Justice



### Meals on Wheels

The Tampa team packaged hurricane preparedness bags for the community that is served by Meals on Wheels.

Advance Equity & Social Justice



### The Family Place

We made a \$5,000 donation to The Family Place to help repair their emergency center for victims of domestic violence, which was damaged when a pipe burst due to freezing temperatures.

Advance Equity & Social Justice





## Opening Students' Horizons Through STEM Building Projects

When McKinstry Account Executive Tracey Cousins first brought Science, Technology, Engineering and Math education (STEM) workshops to more than 120 eighth graders in Colorado's Jefferson Junior High School, many students had never heard the term "STEM." But knowledge and language barriers haven't stopped these learners from enthusiastically diving into building bridges from popsicle sticks and catapults with spoons. Their comfort level and enthusiasm continue to grow.

"I love seeing so many of the students get into this. They take what our team comes in with for a short hour class and they come up with all kinds of new ideas," said Tracey. "The activities are opening up a new world for them. Seeing that excitement and being asked questions about the different fields and companies they could work for has been so wonderful to me."



“

*We hope these students may become interns or even employees someday — you never know their paths.*

– Tracey Cousins

Account Executive  
Building Good Team Member

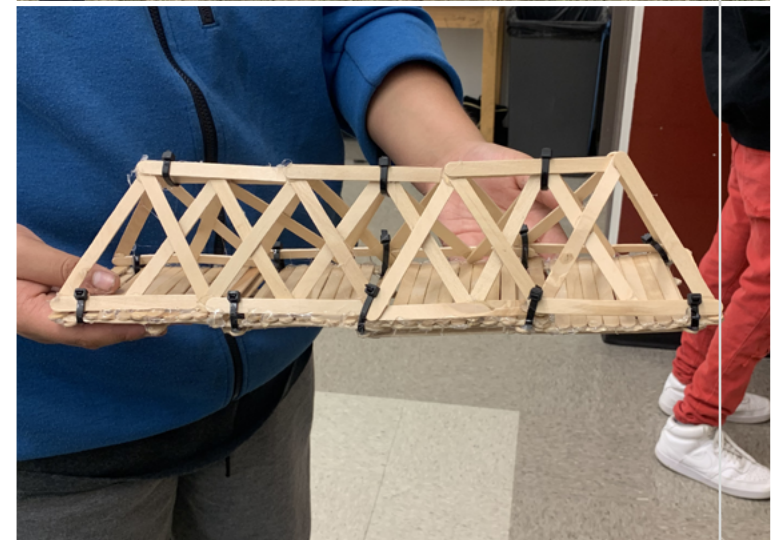
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During school visits each month over two days, Tracey and her team teach hands-on projects as entry points to engineering, renewable energy and other concepts. They also share real-world examples of engineering practices, such as bridges, that students may observe on their walk to school.

This program, launched in August 2021, builds on McKinstry's tradition of STEM-oriented community service in the region championed by Director of Corporate Social Impact Ashley Ruiz and Energy and Technical Services Vice President Leslie Larocque. Through higher-level advisory roles and robust direct action and engagement of employees, McKinstry has helped to grow a focus on STEM education in Colorado, particularly for students who are underserved.

In addition to the workshops, McKinstry provided nearly \$10,000 to be used for a renewable-energy-powered STEM-learning garden for the school breaking ground in 2022. Funded by sustainably recycling discontinued IT and computer equipment throughout the company, the donation is administered for the project by Edgewater Collective, a partner to the school.

McKinstry looks forward to many years of engagement with Jefferson Junior High School and its students.





# THE MCKINSTRY CHARITABLE FOUNDATION

The McKinstry Charitable Foundation engages in purposeful efforts to advance equity and social justice, lift up future generations and protect and restore the planet. We seek opportunities to support vision-driven leadership and to make impactful, equitable, sustainable and innovative change. We direct our giving through numerous programs each year, enabling our people and leaders to participate in direct philanthropy.

### Giving by the numbers

# \$1.4

MILLION IN TOTAL GIVING

### GRANTED NEARLY

# \$175,000

TO

# 192

**ORGANIZATIONS** through our People's Choice program, where staff and union team members direct gifts to nonprofits of their choosing.

### DIRECTED

# \$30,000

TO

# 6

**NON-PROFITS** selected by McKinstry Alliances employee resource groups.

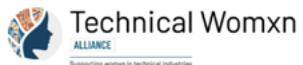




## Highlights of Our Giving

### MCKINSTRY ALLIANCES SUPPORT COMMUNITIES

In 2021, we added a special giving program through which our six McKinstry Alliances channeled \$5,000 each to nonprofit partners in their areas of interest and who will help advance our DEI aspirations and community impact: ANEW, The Trevor Project, Hiring Our Heroes, Girls Inc., The Gathering Place and the ACE Mentor Program of America.



### CREATING ONRAMPS TO CAREERS IN THE TRADES

The McKinstry Charitable Foundation made a commitment to South Seattle College's Georgetown Campus to provide \$75,000 in small tools and equipment grants over the next three years to under-resourced students in the college's exceptionally diverse pre-apprenticeship program. The grants will fund the purchase of boots, work clothes and safety gear — equipment that's necessary to pursue a pathway in the construction trades.





## IMPACT AWARDS LAUNCHED

In 2021, McKinstry launched the Impact Awards to recognize, honor and celebrate our people who are significantly contributing to our environmental and social responsibility aspirations and helping us make a positive difference within McKinstry and in our communities. Recipients of this award have an opportunity to direct a \$5,000 gift from the McKinstry Charitable Foundation to an organization that is important to them and that aligns to our philanthropic priorities.



Caroline, an engineering manager, founded McKinstry's first ever employee resource group focused on advancing women in technical roles in Seattle and excels as a leader and expert in zero energy and zero carbon.



*Wisely, the McKinstry culture has always embraced action beyond our primary job functions.*



- Caroline Traube

Engineering Manager  
Technical Womxn Alliance Member  
Inaugural Winner of 2021 Impact Awards



Rebecca, an account executive and life-long volunteer, became the inaugural co-leader of the Building Good community service team in Portland nearly seven years ago to strengthen bonds and culture within her office.



*I love getting my co-workers out of the office to spend time together and make a positive difference in our community.*



- Rebecca Fitzsimmons

Account Executive  
Building Good Leader  
Inaugural Winner of 2021 Impact Awards



