



CORPORATE SOCIAL RESPONSIBILITY

# 2024 REPORT



SKILL. GRIT. PURPOSE.®





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## A MESSAGE FROM OUR CEO AND CHAIRMAN

Since the release of Sundt’s first Corporate Social Responsibility (CSR) report last year, we have made significant progress toward deepening our commitment to creating a positive and lasting impact on our communities. As you read this year’s report, I want to direct your attention to the many achievements made in 2024, which are summarized on page 2 and detailed throughout the report.

Our core values remain at the heart of everything we do, guiding not only our CSR efforts but all aspects of our business. These values, first established by our founder, M.M. Sundt, continue to keep us grounded in our mission and purpose.

This year, we have focused our efforts on three key pillars: People, Places, and Planet. These focus areas are explored in detail throughout the report, underscoring our role as a responsible corporate citizen.

Corporate Social Responsibility is now an integral part of our business strategy and our long-term vision, extending over the next 10 years. We recognize that our success as a company is closely tied to the well-being of our employee-owners, the communities we serve, and the health of the environment.

This report not only reflects the actions we have taken but also outlines the commitments we are striving to achieve over the next decade as part of our 10-year strategic plan. I invite you to explore the high-level summary of our future goals on page 5 to see where we are headed.

Thank you for your continued support and partnership in our journey toward a more responsible and sustainable future.

Sincerely,

**Michael Hoover**

CEO & Chairman of the Board  
Sundt Construction, Inc.





# ACCOMPLISHMENTS | PEOPLE

Investment in our people goes beyond providing financial security. Sundt provides a robust suite of benefits that nurture holistic health, including financial, physical, mental wellness and beyond.

## INVESTMENT IN EMPLOYEE-OWNERS

### ESOP 40

40<sup>th</sup> anniversary of our Employee Stock Ownership Plan



Introduced **paid holidays & bonuses** for craft employee-owners



Grand opening of the **G. Michael Hoover KAPBCS Training Center**

### LEADERSHIP TRAININGS COMPLETED:

Manager Effectiveness Training (MET)	467 Participants
Fundamentals of Crew Leadership (FOCL)	108 Participants



**114 interns** across **37 universities** in 2024

## SAFETY



Grand Prize winner of the **2024 AGC Innovation Award**



Shared our **Stop the STCKY** framework with over 100 industry partners nationwide



Developed on-the-spot incident reporting apps that streamline data



Milwaukee Type 2 safety helmets with secured chin straps required for all jobsite personnel



**13X** improvement in STCKY Success from 2019 - 2024



2024 STCKY Success Rate

## DIVERSITY, EQUITY AND INCLUSION



**MET & FOCL** Leadership trainings educated participants on how to be more effective and inclusive leaders



Welcomed **130 Girl Scouts** in a hands-on event to foster early interest in construction



Hosted inaugural **Constructing You: A Women in Construction Symposium** to support young women pursuing construction-related careers



**WOMEN** OF SKILL, GRIT & PURPOSE

Launched our first Employee Resource Group: **Women of Skill, Grit & Purpose**





## ACCOMPLISHMENTS | PLACES

Through our expertise as builders and our commitment to philanthropy and industry advocacy, we strive to create a meaningful impact on the communities we call home.

### COMMUNITY RELATIONS AND THE SUNDT FOUNDATION

**\$2.38 M**

Total contributed to the Foundation in FY 24

**286**

Total nonprofit grants in FY 24

**\$599,942**

Total raised through charity golf tournaments and sporting events

**\$121,480**

Total raised through special St Mary's Food Bank fundraiser

**46%**

Employee participation in the Sundt Foundation

*Average giving participation for full-time employees in workplaces is 10%*

### INDUSTRY LEADERSHIP, ADVOCACY, AND WORKFORCE DEVELOPMENT

**110**

#### ACTIVE APPRENTICES

in our Concrete Construction, Heavy Equipment Operator and Pipefitter apprenticeship programs (August 2024)

**9**

#### APPRENTICESHIP & PRE-APPRENTICESHIP

partnerships across our regions

**CRAFT PIPELINE  
MANAGER**

#### ADDED IN 2024

to work with high schools and community organizations to increase awareness about career opportunities in construction

**200+**

#### VISITORS

to the G. Michael Hoover KAPBCS Training Center for government relations-oriented events







## ACCOMPLISHMENTS | PLANET

Over the past two years, Sundt has ramped up sustainability efforts, focusing on reducing waste, water usage, and carbon emissions.

### SUSTAINABILITY

## CORPORATE SUSTAINABILITY DIRECTOR

New role added in 2023

## IMPLEMENTED ONLINE PLATFORM

to track sustainability metrics

# #1

Top Solar Contractor in Utah 2024  
Solar Power World

## ESTABLISHED GREEN TEAM

Dedicated employee-owners to champion company sustainability goals

## 1<sup>ST</sup> GREENHOUSE GAS (GHG) INVENTORY CONDUCTED

Laying the groundwork for future emission reductions

## PROJECT OF THE YEAR

Appaloosa Solar I Project  
2023 AGC Utah Chapter







# FUTURE GOALS



## PEOPLE

### *Investment in Employee-Owners*

Three new apprenticeship programs will begin in FY 25: Industrial Ironworking, Construction Craft Laborer and Heavy Equipment Technician. Sundt is launching enhanced and expanded benefits, including increased paid maternity and paternity leave and fertility benefits. A new Craft Transfer Portal will streamline job transitions for craft employees, improving retention and opening career opportunities.

### *Safety*

Sundt’s safety team will continue testing an “Energy Based Scoreboard” to measure jobsite safety. This dashboard assesses incidents by calculating risk-based energy (joules) involved, providing a real-time safety score that reflects the severity of incidents and overall site safety performance.

### *Diversity, Equity and Inclusion*

Sundt’s leadership will further develop our strategy for recruiting and retaining diverse talent. We’ll engage community partners through events and offer employee-owners ongoing learning opportunities, supported by the new ERG and other business units.



## PLACES

### *Community Relations and the Sundt Foundation*

The Foundation will continue improving local communities and fostering connections with employee-owners. It plays a key role in our community relations and long-term business strategy, with new programs underway to provide donated construction services and workforce development opportunities.

### *Industry Leadership, Advocacy, and Workforce Development*

Our Workforce Development team has set a goal to hire 50 percent of Sundt apprentices directly from pre-apprenticeship partnerships across our regions, aiming to keep talent local. In the coming year, our team will establish more pre-apprenticeship partnerships with local high schools, including one with Metro Tech High School in Arizona.



## PLANET

### *Sustainability*

Sundt will advance sustainability efforts by reducing our carbon footprint. On our projects, we’ll continue using Green Badger platform to track sustainability metrics, identifying high-value targets for GHG reduction. We will expand efforts to replace old equipment with more eco-friendly options, and standardize our waste collection, disposal and diversion processes for consistency.

We will also conduct energy audits at all Sundt-owned facilities to find opportunities to minimize energy use and environmental impact. In 2025, we will make an increased investment in learning and development, as we train key personnel on sustainable practices across six new training modules





## OUR CORE VALUES

*Leading with Integrity as an Ethical Business*

Sundt's core values are rooted in two central beliefs introduced by M.M. Sundt when he founded the company in 1890: hard work and giving back. In the 134 years since, those beliefs have evolved into the six core values that guide our decisions and reflect the character of our company: **integrity, quality, safety, service, accountability and innovation**. These six principles drive our commitment to operating with integrity every day. They're also the foundation on which we build prosperity for our people, for the places where we build and the planet overall.



### CORE VALUES



#### INTEGRITY

*Our business is built on fairness and honesty.*



#### SAFETY

*An intrinsic part of our culture, we are industry innovators in safety.*



#### ACCOUNTABILITY

*We leave a lasting, positive impact on our industry and the communities where we live and work.*



#### QUALITY

*We execute to the highest standards for our clients and communities.*



#### SERVICE

*We're guided by clear communication, expectations and data-driven decisions.*



#### INNOVATION

*We strive everyday to improve our tools, processes and ourselves to build better.*

As a 100% employee-owned company, we have built a culture of fairness, transparency, shared responsibility and shared success. Our policies and training programs hold all employee-owners accountable to ethical practices, and our ownership structure drives our shared commitment to these high standards. Our employee-owners take great pride in the reputation we've built and live out our six core values in the work they perform.





## PEOPLE

*Being America's most skilled builder is impossible without our people. That's why their professional, financial, physical and mental well-being come first.*





## INVESTMENT IN EMPLOYEE-OWNERS

Investment in our people goes beyond providing financial security. Sundt provides a robust suite of benefits that nurture holistic health and wellness, including financial, physical, mental and beyond. We take care of our people through employee-ownership, best-in-class benefits, award-winning professional development opportunities, innovative safety programs and a commitment to diversity, equity and inclusion. Our long-term strategic plan continues this commitment while placing special emphasis on meeting the evolving needs of our craft workforce.



### EMPLOYEE-OWNERSHIP

This year Sundt celebrated the **40<sup>th</sup> anniversary of our Employee Stock Ownership Plan (ESOP)**, which was officially established in October 1984. In the decades since, Sundt has experienced unprecedented growth and success, and we believe employee-ownership is the reason. Being **100% employee-owned** creates a culture of inclusion and shared success. Our ESOP fosters a sense of belonging and shared prosperity within our culture, **leading to better business outcomes such as:**

- Higher levels of financial security for our employee-owners and their families.
- A culture of accountability for our shared success.
- Increased employee morale.

Sundt's ESOP is unusual in that it includes all craft and administrative employees. We believe everyone should prosper from our shared success and have the opportunity to build long-term financial security.

But employee-ownership isn't just the right thing to do for our people. It's also beneficial to the organization. According to the National Center for Employee Ownership, employee-owned companies outperform their non-ESOP counterparts in terms of profitability, growth, retention and overall employee well-being.



*“Employee-ownership not only enhances Sundt’s competitive edge, it also improves the lives of our employee-owners and their families. We have helped thousands of individuals and families build better futures.”*

— **Mike Hoover**, CEO & Chairman of the Board





## INDUSTRY-LEADING BENEFITS

Sundt’s benefits program remains one of the best in the industry. All employee-owners are eligible for our comprehensive health insurance plans, paid time off, tuition reimbursement and a suite of additional discount benefit programs. Employee-owners become eligible to participate in our 401(k) plan after completing six months of service. Participants in the 401(k) plan enjoy the benefits of receiving matching contributions in the ESOP. To become eligible for the ESOP discretionary contribution, employee-owners must complete one year of service with a minimum of 1,000 hours. When employee-owners contribute at least 5% of their annualized earnings into their 401k, the company contributes up to 16% into their ESOP.

SUNDT INTRODUCED TWO NEW AND EXCITING BENEFITS FOR OUR CRAFT EMPLOYEE-OWNERS IN FY 24:

- **CRAFT EMPLOYEE BONUS PLAN:**  
Sundt’s Craft Employee Bonus Plan was created to help recognize and reward craft employees for their individual performance, time of service, and commitment to the teamwork that leads to project success. Each eligible employee will receive a bonus relative to their job tier.
- **PAID HOLIDAYS:**  
Eligible craft employees now receive nine paid holidays, paid up to eight hours per holiday.

8%

ESOP Discretionary  
Contribution

+

UP TO 4%

401(k) Safe  
Harbor Match

+

UP TO 4%

401(k) Discretionary  
Match

=

16%

*“While these industry-leading enhancements are a significant step forward in transforming the relationship with our craft employees, there is more work to do. We look forward to collaborating with our project teams in the future to identify how we can continue to recognize the significant contributions our craft employees make to the company.”*

– Nicole Calamaio, SVP, Chief Human Resources Officer





## PROFESSIONAL DEVELOPMENT & TRAINING

Sundt continues to champion the professional development of our employee-owners through innovative programs and access to in-person and virtual training — from manager effectiveness and leadership training to world-class apprenticeship programs and internships, we’re laser-focused on developing and evolving our offerings every day.



## APPRENTICESHIPS & CORE CRAFT

Sundt has three robust apprenticeship programs—**concrete construction, pipefitting and heavy equipment operation**, with plans to expand the program in 2025.

Our apprenticeship programs stand out in the industry due to the flexibility and accommodations we offer, giving every craft professional the best chance to advance their career. Programs take place for one full week per quarter, and apprentices are paid their regular wage for hours spent in the classroom, meaning they don’t have to sacrifice their nights or weekends to get ahead.

Sundt is certified by the **National Center for Construction Education and Research (NCCER)** as an **Accredited Training Sponsor** and **Accredited Assessment Center**. Our craft training and apprenticeship programs utilize the NCCER’s nationally recognized curriculum for all training programs, including heavy equipment operation, industrial concrete construction, pipefitting, welding and ironworking.

In addition to our apprenticeship programs, Sundt recognizes craft professionals who show a desire for career growth through our **Core Craft program**. Individuals who demonstrate dedication to their trade and our core values can be nominated by their supervisor for Core Craft recognition, which offers financial benefits and increased opportunities for professional development.

*“Sundt is making it easier for women to get into the trades because they value work-life balance and offer flexibility in our schedules and programming for the apprenticeships. This flexibility allows me to spend time with my daughters and achieve my career goals at the same time.”*

– **Letrisha Tuni**, Pipefitter Apprentice, 2 years with Sundt





## KAPBCS TRAINING CENTER

Officially opened in summer 2023, the G. Michael Hoover KAPBCS Training Center in Phoenix, Arizona furthers Sundt’s commitment to investing in career growth opportunities for our people. The Center encompasses two large buildings that host our Craft Workforce Development and Admin Talent Development teams and their many programs. The Center for Craft Excellence is equipped with advanced tools and technology designed for hands-on training, enabling craft professionals to hone their skills. The KAPBCS Building features an expansive main lobby, auditorium, conference rooms and office space. With this new space, Sundt is able to offer even more opportunities for skill development and critical continuing education courses.



## KEY WORKFORCE DEVELOPMENT ROLE ADDED

In the summer of 2024, the Craft Workforce Development team added a new role: craft pipeline manager. This role will help advance career growth opportunities for our employee-owners by designing and implementing apprenticeship and workforce development programs across our regions. The role also focuses on pre-apprenticeships and high school partnerships to spread awareness about opportunities in the industry.

*“Sundt looks at the big picture and understands that an investment in our people is an investment in the long-term success of the company. I want to not only make sure our craft professionals are taken care of day-to-day, but that they also have a wealth of opportunities to build their future here at Sundt.”*

– **James Busch**, Craft Pipeline Manager





## INTERNSHIP PROGRAM & STUDENT INVOLVEMENT

As part of our mission to expand the construction industry's workforce, Sundt is bringing awareness of the diverse career opportunities the industry has to offer directly to students, meeting them where they are in their personal and professional journeys.



Our internships offer a structured environment with training and development, a welcoming culture, and real field experience to help college students build their classroom knowledge. In 2024, Sundt hosted a class of 114 interns from 37 universities, and at least one intern was assigned to nearly every one of our jobsites across the nation.

As part of our commitment to helping create the next generation of skilled builders, Sundt continued our support of the Associated Schools of Construction (ASC) student competition in Reno, Nevada. More than 1,500 students from 50-plus universities competed in construction problem challenges in 2023 and 2024. In 2024, Sundt hosted 15 university teams for the Concrete Solutions category, making it our largest group of participants in 12 years.



## HOURS SPENT ON TRAINING:

*Admin*

29,219

*Craft\**

17,986

\*Does not include safety training on jobsites

## BI-ANNUAL EMPLOYEE SURVEY RESULTS:

In FY 24 we had the highest employee engagement we have seen since we started tracking engagement.

91%

*Said they are proud to work here*

93%

*Said they believe this organization will be successful in the future*

88%

*Said they would recommend this organization as a great place to work*

*“When I went through the Leadership Excellence Accelerates Performance (LEAP) program, there was a moment in a board of directors meeting where we were shown photos of employee-owners. We were reminded that as a 100% employee-owned company, we owe it to everyone to create a successful business for them and their families. That really stuck with me. We have a great culture here, and we always have, but the ESOP just adds to it.”*

– **John Carlson**, Vice President and Strategic Business Director, 45 years with Sundt





## LOOKING AHEAD

Our employee-owners are the cornerstone of Sundt’s growth. Over the next decade and beyond, we will continue to invest in our people, providing best-in-class benefits to support their families and offering opportunities for professional growth at every level of their career.

## TRAINING AND DEVELOPMENT

Transforming the relationship with our employee-owners, particularly our craft employees, is at the forefront of Sundt’s long-term plan. On top of implementing the new benefits and bonus structure, we are expanding our three existing apprenticeship programs, as well as adding three new programs in FY 25: **Industrial Ironworking, Heavy Equipment Technician** and **Construction Craft Laborer**.

*“I graduated from Sundt’s apprenticeship program a few years ago. Now, many of my fellow graduates and I hold leadership roles on our respective projects, here at Sundt and beyond. The apprenticeship programs not only teach you the tangible skills that you need to become a master of your craft, but they help build connections and open so many more doors for you in your career.”*

– **Abraham Campos**, Health, Safety & Environment (HS&E) Coordinator, 7 years with Sundt



**Continuous Performance Development (CPD)** was implemented in 2022 to encourage more frequent and meaningful interactions between employee-owners and their managers, replacing the traditional “performance review” format. Admin Talent Development will lead the effort to take CPD to the next level in FY 25, using feedback from our 2024 employee engagement survey and a CPD pulse survey of employee-owners.

To help new field engineers, project engineers and project managers transition into Sundt, Sundt Systems Training is offered monthly at our KAPBCS Training Center. This three-day, in-person training familiarizes new employees with Sundt’s robust suite of innovative software and applications.

## ENHANCED BENEFITS & CRAFT EXPERIENCE

We are also offering an extensive new suite of benefits for all eligible administrative and craft employee-owners, including **enhancements to dental, mental health, life insurance, short-term disability** and **supplemental life insurance plans**. Additionally, Sundt is rolling out enhanced and expanded benefits, including fertility benefits, paternity leave and increased paid maternity leave.

To make it easier for our skilled craft to find future work opportunities at Sundt, we are developing a **Craft Transfer Portal** to create better continuity for our craft employees, allowing them to transition seamlessly from one Sundt project to the next.

The Craft Transfer Portal, which will ramp up development in FY 25, aims to streamline craft recruiting and improve retention, giving the most skilled builders in America more ownership of their careers and allowing Sundt to retain top talent.







## SAFETY

Our employee-owners and their total well-being are at the heart of our work, which is why Sundt is at the forefront of safety innovation. Sundt is leading the movement to change how the industry approaches reducing serious injuries and fatalities through our **Stop the STCKY** program. This commitment resulted in one of the industry's top honors—**first place for the Innovation Award at the 2024 Associated General Contractors (AGC) of America** annual convention. In 1890, M.M. Sundt identified safety as one of the company's core values, and we continue to honor that by pushing the status quo with our programs and initiatives.







## ABOUT STCKY

Over the past decade, the industry's average recordable injury rate (RIR) has gone down, but its fatalities have remained steady. It's this gap that Sundt is looking to close through our safety framework — Sh\*t That Can Kill You (STCKY). Stop the STCKY challenges traditional rules-based compliance programs by leveraging the principles of energy-based safety and human performance. We believe safety is not the absence of incidents, but the identification, implementation and execution of direct controls and safeguards.

As part of our goal to Stop the STCKY, we're spreading awareness of how the program can transform the culture of safety for everyone in the industry through our STCKY Academies—a one-day training program for our industry partners. To date, our framework has been shared with over 100 companies nationwide, and 50 have taken part in a STCKY Academy. The training is a complete view of Stop the STCKY and how to implement the program effectively, with sessions tailored to the audience in attendance. For more information, please visit [stopthestcky.com](https://stopthestcky.com).

## SUNDT WINS AGC INNOVATION AWARD

Our safety program is at the forefront of the movement to Stop the STCKY and this year, we accepted the prestigious AGC Innovation Award. The AGC Innovation Awards encourage free thinkers to provide pioneering solutions to industry challenges. Some of our proudest accomplishments include developing dedicated STCKY training programs, streamlined data tracking initiatives, [stopthestcky.com](https://stopthestcky.com) and engaging in industry events.

*“Stop The STCKY isn't just an innovative way to protect the lives of Sundt employee-owners. We believe it will be a game changer for the entire industry by significantly reducing serious injuries and fatalities.”*

— Mike Hoover, CEO & Chairman of the Board







## Safety Initiatives

### DATA TRACKING

Stop the STCKY is built on the premise that we must track and classify all incidents. As a result, we've developed on-the-spot incident reporting apps that make data analysis seamless and convenient. Now, we can respond faster to incidents and ensure proper controls are in place.

The STCKY Walk app is used during daily and weekly STCKY walks. Our teams identify high-energy hazards and record whether proper protection, direct controls and safeguards are in place. In fact, because we are so committed to STCKY Walks as a predictor of success, we report STCKY walk completion rates quarterly to all of our employee-owners.

Another development in data tracking is our new craft voices in safety (CVIS) app and dashboard. CVIS participants input information from monthly CVIS meetings and walks into the app, which empowers our safety team to take prompt action. The tool includes a suggestion box for our craft workforce and trade partners to voice their opinions on safety improvements and incorporates peer-to-peer recognition.

Finally, our safety dashboards at large make it easy to view and track progress on our mission to Stop the STCKY. Having access to real-time data in a visual format allows our teams to find innovative solutions and improve our processes.

### CHIN STRAP HELMETS

We believe everyone on site should be equipped with the most up-to-date PPE. That's why in 2023, Sundt's health, safety and environment (HS&E) department introduced Milwaukee Type 2 safety helmets in an effort to maintain the highest safety standards for our employee-owners. They offer better protection against top and side impacts, which help prevent serious brain and other injuries.

As of October 2024, Sundt requires subcontractor personnel of all tiers to use Type 2 safety helmets with secured chin straps on new Sundt projects. This change will better ensure all site personnel are protected from injuries to the head, including secondary head injuries, either from heights, simple slips and falls or dropped objects.



### MILWAUKEE TOOL PARTNERSHIP

Sundt continues to be one of the few contractors trusted by Milwaukee Tools to test their newest equipment and provide honest feedback before it goes to market. In the past year, Sundt has piloted new attachments and accessories for Milwaukee's Type 2 safety helmets, including cooling fans and inserts. As a valued partner, the brand has also taken our feedback and filled the need for specific PPE, such as mirrored lenses on face shields. Not only did they see Sundt's suggestion to fruition, but they also provided the opportunity for us to test the product and provide feedback on safety and quality.

In addition, our team on the Nashville Metro Water Services KR Harrington and Omohundro Water Treatment Plants project recently piloted new Milwaukee equipment. One example is a battery-operated troweling machine. This machine is ideal for use in the tight spaces on the project where the crew can't place heavy equipment, making the task at hand safer. Having the opportunity to test new products—often years in advance—allows our teams to stay at the front of the latest innovations in safety.





## SPOTLIGHT: A STCKY SUCCESS STORY

*STCKY in Action at SunZia*

As part of our **Stop the STCKY** program, we evaluate and classify every STCKY incident on a jobsite.

A **STCKY Success** is how we refer to a STCKY incident on a jobsite that had the potential to cause injury or damage but did not because the proper direct controls and safeguards were in place.

## EXCLUSION ZONES KEEP PERSONNEL SAFE AT SUNZIA

Sundt is building converter stations in Arizona and New Mexico as part of the SunZia project, the largest clean energy infrastructure project in the United States.

During the installation of steel beams, one of the two elevated platforms stopped functioning, leaving an operator stuck in midair. In a swift and decisive move, a second operator transferred the stuck operator and his tools to the ground safely. During the transfer, a drill fell into the designated Exclusion Zone, but no one was hurt because the right safeguard was in place.

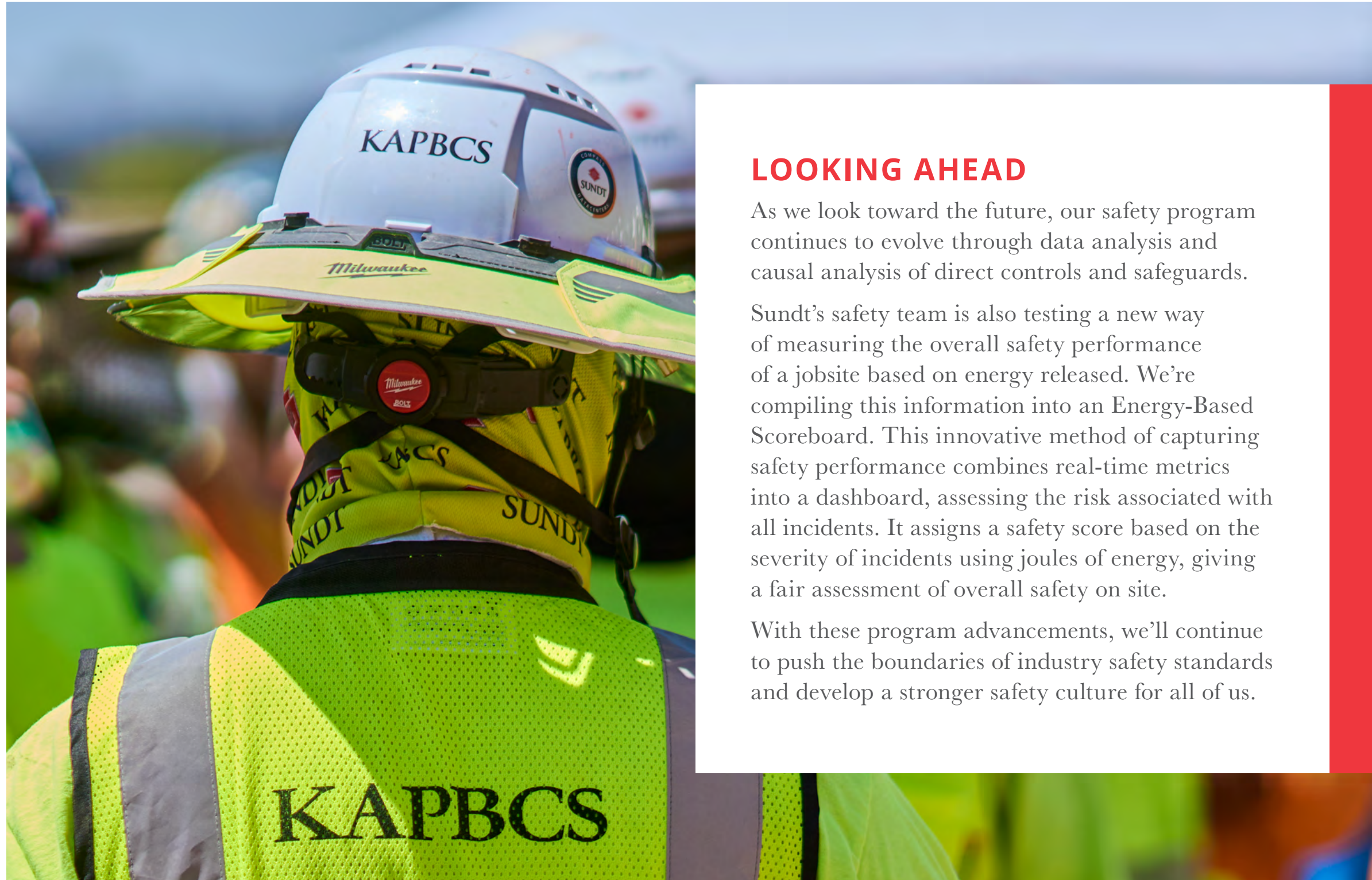
A separate incident occurred while unloading a flatbed trailer inside of another Exclusion Zone. A forklift pushed a bundle of rebar off the trailer bed on the opposite side of the trailer and onto the ground. Because the Exclusion Zone was properly vacated, no injuries occurred and no material was damaged.

Exclusion Zones are a key safeguard for S#! That's Built at Heights. Because the SunZia team took care to secure the proper safe zones, their STCKY Success prevented a serious injury or fatality.

### EXCLUSION ZONE

*An Exclusion Zone is an area on a jobsite clearly marked as off-limits for entry by personnel and equipment. These are established to protect people from potential hazards by keeping them away from areas that expose them to an increased risk of danger. If necessary, a spotter will ensure the area remains clear of traffic.*





## LOOKING AHEAD

As we look toward the future, our safety program continues to evolve through data analysis and causal analysis of direct controls and safeguards.

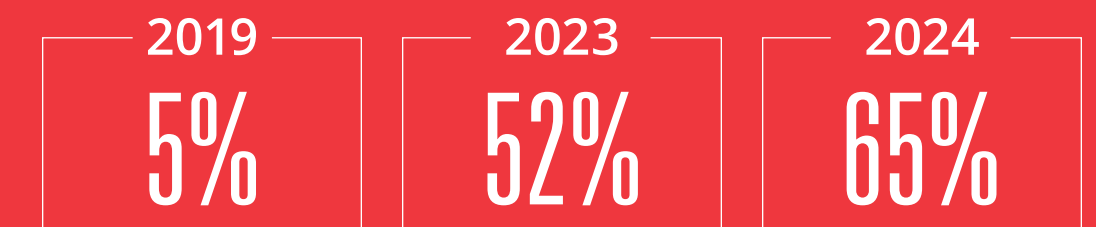
Sundt's safety team is also testing a new way of measuring the overall safety performance of a jobsite based on energy released. We're compiling this information into an Energy-Based Scoreboard. This innovative method of capturing safety performance combines real-time metrics into a dashboard, assessing the risk associated with all incidents. It assigns a safety score based on the severity of incidents using joules of energy, giving a fair assessment of overall safety on site.

With these program advancements, we'll continue to push the boundaries of industry safety standards and develop a stronger safety culture for all of us.

*STCKY walks were a huge contributor to the*

— **▲13X** —

*Increase in STCKY Success from 2019 - 2024*



*STCKY Success*





## DIVERSITY, EQUITY AND INCLUSION

*Sundt's DEI strategy is comprised of five areas of focus:*



Through an intentional commitment to diversity, equity and inclusion, Sundt continues to make progress in five areas of focus. Led by DEI Manager Tracy Sanders, with the support of executive leadership, a DEI committee and a group of DEI advocates, Sundt has expanded training for employee-owners and widened its community outreach efforts. Sundt is also focused on further developing external efforts through events for the community and engagement with XBE (Diverse Small Business Enterprise) trade partners.





## LEADERSHIP ALIGNMENT

Achieving success in DEI initiatives relies heavily on commitment and support from the company's leadership team. At Sundt, leadership buy-in is not just a formality but a fundamental driver of our DEI strategy. Our DEI committee provides recommendations on how every Sundt leader, from a foreman on the jobsite to an executive in the office, can build a workplace where every individual feels valued and included.

Our leaders have unequivocally recognized DEI as a critical strategic priority, integral to both the sustenance and enhancement of our organizational culture. Together, the DEI committee, our DEI champions, and Sundt's leadership team help to drive a culture of inclusivity that supports both individual and organizational success.

## EDUCATION & TRAINING

The integration of DEI modules into Sundt's education and training programming helps to eliminate biases, improve decision-making and enhance team performance and well-being.

Leadership trainings such as Manager Effectiveness Training (MET) and Fundamentals of Crew Leadership (FOCL) incorporate comprehensive DEI modules, covering principles like psychological safety, bias identification and strategies to foster an inclusive work environment. In the last year, 467 MET and 108 FOCL participants have been trained on how to be more effective and inclusive leaders.







## RECRUITING & RETENTION

To foster a more inclusive and representative workforce, Sundt is intensifying its efforts to diversify our talent pool. Recognizing that a varied and dynamic workforce enhances our organizational strength and innovation, we are actively expanding our initiatives to attract and support individuals from diverse backgrounds.

A significant step in this direction has been the appointment of a craft pipeline manager to our Craft Workforce Development team in 2024. This new role is crucial in bridging gaps between our organization and the broader community. The craft pipeline manager will focus on engaging with high schools and community organizations to increase awareness about career opportunities in construction. By forging these connections, we aim to inspire and inform potential candidates about the rewarding possibilities within our industry.



## COMMUNITY CONNECTIONS

Sundt's DEI programs act as touchpoints for connection, providing spaces and opportunities for those with diverse backgrounds to feel supported and empowered. This year, Sundt has partnered with organizations such as the Girl Scouts, who were welcomed into our KAPBCS Training Center for a hands-on event intended to foster an early interest in construction. Additionally, we hosted our inaugural Constructing You: A Women in Construction Symposium during which young women pursuing construction-related careers were able to learn from and network with Sundt women who are experts in the field.



Sundt has been working on establishing resource groups for employee-owners. Our first group, Women of Skill, Grit & Purpose, launched in late 2023. This Employee Resource Group (ERG) will provide more resources and support for women at Sundt.

Across our various regions, Sundt has continued to ramp up XBE efforts by delivering value through trainings, outreach and appreciation events. Our commitment to diversity, equity and inclusion goes far beyond meeting project goals, as our XBE engagements serve to foster long-lasting relationships that benefit not only our business but also the communities in which we live and work.





## MEASURING IMPACT

In recent years, Sundt has adopted a proactive approach to leveraging data in shaping our strategies for recruiting and retaining diverse talent. Various groups throughout the organization are central to this effort. These groups are researching emerging trends and challenges within the industry, allowing us to stay ahead of workforce needs and develop targeted strategies.

The XBE Utilization Committee and Sundt's leadership have identified that creating a more diverse and inclusive workplace is not only important to serving the communities in which we live and work, but is becoming a business imperative. Many clients are now requesting information about our companywide use of businesses that are at least 51% owned and operated by traditionally underrepresented or underserved groups. In March of 2023, Sundt launched a web-based software called B2GNow to enable more efficient tracking and reporting of XBE spend. The system also provides advanced visual reporting capabilities through Power BI dashboards.







## SPOTLIGHT: BUILDING INCLUSIVITY FOR WOMEN IN CONSTRUCTION

The construction industry has long been a male-dominated space, with women making up roughly 10.8% of the workforce, according to the Bureau of Labor Statistics. Cade Rowley, Sundt's president and chief operating officer, recognized the vital need to address the lack of representation for women in the construction industry. To gather insight on the most pressing issues for women in the industry, he joined forces with DEI Manager Tracy Sanders to facilitate open and honest conversations with women at various jobsites across the country.

*"It was important to me to create authentic opportunities for women in the industry to share their stories, challenges and ideas for improvement in a safe and supportive space. It was an eye-opening experience for me as well, and I believe everyone learned something throughout this process."*

- **Cade Rowley**, President and COO

To ensure productive conversations, Tracy crafted thoughtful questions to encourage open and honest dialogue without making participants feel uncomfortable or pressured to have certain types of answers. Women from various roles and locations were invited to join the discussions, with the option to participate in person or virtually. Tracy led the conversations, and Cade's role was to listen actively, absorbing the insights without interruption or defense of current practices.

THE DATA GATHERED FROM THESE ROUNDTABLES IS NOW PLAYING A CRUCIAL ROLE IN SHAPING FUTURE STRATEGIES FOR IMPROVING WORKPLACE CULTURE AND PRACTICES WITHIN SUNDT.

"This initiative is part of Sundt's broader commitment to creating a supportive environment that not only attracts but also retains talented women in construction," Cade explained. "The effort to make Sundt Construction a more inclusive and supportive workplace is a collaborative one, and these roundtable discussions move us another step in that direction."





## SPOTLIGHT: THE NEXT GENERATION

### *Constructing You, A Symposium for Young Women in the Industry*

Women of the next generation of construction professionals gathered at Sundt's KAPBCS Training Center in March 2024 for a half day of fun, learning and building new connections. Sundt's employee resource group (ERG) Women of Skill, Grit & Purpose hosted Constructing You: A Women in Construction Symposium, a complimentary event for women pursuing degrees or formal training in—or who are simply interested in exploring—the construction industry. Attendees learned from Sundt employee-owners who are experts of their craft from our various regions all over the country.

Attendees heard the career journeys and success stories of many leaders, including Sundt Building Group President Teri Jones and El Paso Project Director Angie Rosales, as well as words of support from President & Chief Operating Officer, Cade Rowley.



DEI Manager Tracy Sanders spoke on Sundt's diversity, equity and inclusion vision and what the National Association of Women in Construction's 2024 theme of *Keys to the Future* meant at Sundt and for the future of the industry.

Participants also attended small group breakout sessions covering current industry topics and attended a Q&A panel led by Sundt experts. The group came together at Sundt's Center for Craft Excellence to give back, assembling furniture that was then donated to Sojourner Center, a Phoenix nonprofit that provides safe housing and resources to families affected by domestic violence. The evening wrapped up with a networking hour where attendees were able to connect with Sundt employee-owners.

This event supported Sundt's mission to welcome more women into the industry by providing an environment for them to learn and feel supported by more experienced professionals.

## TESTIMONIALS

*"I had an incredible time at the Sundt Constructing You: A Women in Construction Symposium. The breakout sessions were truly amazing and so inspiring, and motivated me to push forward in my construction career."*

— **LaHesua Ferguson**, Construction Management student at Mesa Community College

*"I connected with influential women in construction and heard their career stories. They shared advice on overcoming self-doubt, building relationships with mentors, and setting boundaries. One key takeaway from every session was that diverse people generate diverse solutions. Individuals with diverse backgrounds and perspectives bring fresh and innovative ideas to the table. This underscores why diversity is so important. The best part of the day was when we had the opportunity to volunteer for the Sojourner Center."*

— **Aashna Ramani**, Finance student at Arizona State University







## SPOTLIGHT: ANGIE ROSALES CHAMPIONING SUNDT'S CORE VALUES IN EL PASO

El Paso Project Director Angie Rosales' passion for advocacy, philanthropy and community service has taken her level of impact above and beyond the confines of her job description. Throughout her career, Angie has demonstrated an ongoing commitment to diversity, equity, and inclusion. She began her career as a nonprofit leader, helping underserved populations access healthcare and combat homelessness. Today, she's inspiring women to pursue careers in construction, an industry where women account for less than 11% of the workforce.

"I grew up visiting jobsites with my father, who was in the industry, so construction has always fascinated me. But when I was young, I didn't believe I could have a career in construction because, sadly, women were not encouraged to pursue those types of jobs," said Angie. "Luckily, this changed when I began working for my family's construction company in 2016, and later, when I joined Sundt, where I found unconditional support and sponsorship."

Angie joined Sundt in 2018 as a business development representative and, driven by a desire to take on more responsibilities, requested to transition into project management. When told she needed field experience, she didn't hesitate — she bought a pair of boots and hit the jobsite and the books. Angie joined Sundt's project team for the University of Texas El Paso (UTEP) Advanced Manufacturing and Aerospace Center while



also spending two years earning her masters in construction management, also at UTEP. In her current role as project director, she has been instrumental in obtaining over \$500 million worth of projects for Sundt's El Paso region. And she's done it all while raising her two kids and caring for her father.

"In FY 24 Angie led one of Sundt's Leadership Excellence Accelerates Performance (LEAP) groups. Angie and her team developed solutions to recruit more skilled women into the company using data-driven strategies. She has also taken an active role in Sundt's new employee resource group (ERG) for women and the inaugural Constructing You: A Women in Construction Symposium for young women pursuing careers in the industry. This work supports Sundt's 2035 strategic goal to build the next generation of skilled builders.

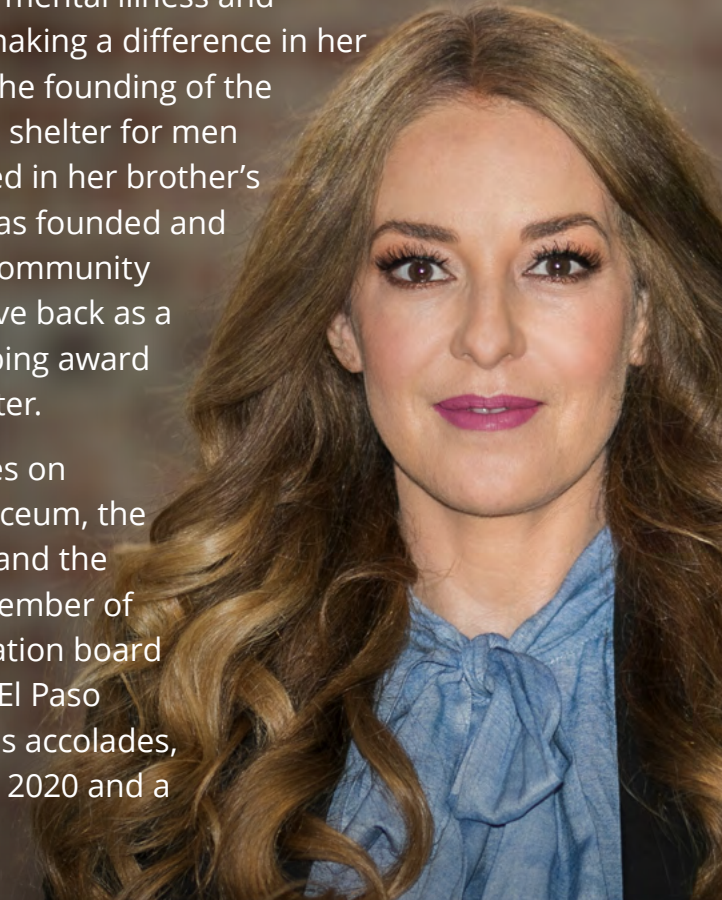
Earlier this year, Angie was also appointed to the Texas Governor's Commission for Women, where she is focused on supporting women-owned businesses, combating human trafficking and promoting adoption in Texas. Angie's drive to address key needs within her community began when she founded the House of Hope in El Paso. House of Hope is a holistic healthcare center for women, and Angie played a key role in its growth, securing federal funding and expanding vital services.

Inspired by her brother's struggle with mental illness and addiction, Angie dedicated herself to making a difference in her community. Her determination led to the founding of the Willie Sanchez Rosales Family Center, a shelter for men experiencing homelessness, established in her brother's honor. Throughout her career, Angie has founded and supported numerous nonprofits and community organizations. She also continues to give back as a member of the Sundt Foundation, helping award grants to El Paso nonprofits each quarter.

Beyond her work at Sundt, Angie serves on multiple boards, including the Texas Lyceum, the Hospitals of Providence East Campus, and the Borderplex Alliance. She is an active member of the El Paso Community College Foundation board and chairs the Civic Action Lab for the El Paso Chamber. Angie has received numerous accolades, including a Women of Impact Award in 2020 and a Women of Distinction award in 2023.

*"Throughout my career, I've realized how important it is to form meaningful connections and nurture relationships at work and within my community. The El Paso team has woven community service and action into the fabric of our work. Our depth of knowledge and involvement in the community has been instrumental in winning work in El Paso."*

— Angie Rosales, Project Director







## LOOKING AHEAD

In the coming year, Sundt's leadership will evaluate the insights and data collected through surveys, focus groups and committees. This comprehensive review will guide the development of a robust strategy aimed at recruiting and retaining diverse talent, upheld by our DEI principles. We will continue to welcome community partners and members through events, like the Girl Scouts event and our symposium. In addition, employee-owners will have access to continued learning and programming opportunities, supported by the newly formed ERG and other business units.

SUNDT REMAINS COMMITTED TO ADVANCING DEI ACROSS ALL AREAS OF OUR ORGANIZATION. OUR FIVE AREAS OF FOCUS WILL CONTINUE TO GUIDE OUR DEI PROGRAMMING WITH A SPECIAL EMPHASIS ON RECRUITMENT AND RETENTION INTO THE FUTURE.







## PLACES

*Through our expertise as builders and our commitment to philanthropy and industry advocacy, we strive to create a meaningful impact on the communities we call home.*





## COMMUNITY RELATIONS AND THE SUNDT FOUNDATION

Sundt's founder, M.M. Sundt, established “giving back” as one of the company's foundational principles in 1890. Almost 135 years later, service remains one of our six core values. In 1999, our giving efforts were formalized through the creation of **the Sundt Foundation, which celebrated its 25<sup>th</sup> anniversary this year.** The Foundation is driven by our passionate employee-owners who assess and respond to the needs of their unique, local communities. They fulfill these needs through **quarterly grants, in-kind donation drives** and **volunteer support**, helping our communities prosper.

The Sundt Foundation is funded by contributions from Sundt employee-owners, and every dollar is matched by the company. Each year, the Foundation awards **over \$2 million in grants** to a diverse array of nonprofit organizations in the communities where we live and work. Our commitment to improving our local communities remains deeply rooted in our culture and will continue to be a core focus into the future.





## GIVING BY THE NUMBERS

The Sundt Foundation had a banner year in 2024. Not only did our total giving surpass the \$16 million mark, but we distributed a **record number of 286 grants—58 more** than in FY 23. This year, we streamlined and updated our giving model to be more aligned with company growth, developed more transparent and intentional giving guidelines and continued to see record-breaking numbers of grant applications each quarter.

We couldn't have achieved this feat without our generous employee-owners, who prove year over year that supporting our communities through quarterly grants and volunteerism is an integral part of our company.

More information about the Foundation's work in 2023 can be found in the [2023 Sundt Foundation Impact Report](#).



### GIVING NUMBERS

**\$16M**

*Awarded since the Foundation's inception*

**200+**

*Nonprofit organizations supported through Sundt Foundation grants each year*

**FY24**

**\$2.38 M**

*Total raised in FY 24*

**286**

*Total grants in FY 24*

**\$2.5M**

*Raised through charity golf tournaments and sporting events since 2001*

**\$120,000+**

*Raised for Phoenix's St. Mary's Food Bank in November 2023*

**\$599,942**

*Total raised through golf tournaments and sporting events in FY 24*



### AWARDS AND RANKINGS:

*Orange County Business Journal  
Companies that Care list*

*Phoenix Business Journal's CSR Executive Leader  
of the Year award to Chief Communications Officer  
Stefanie Teller*

*Ranked #11 on the Phoenix Business Journal's list of  
Arizona's Largest Corporate Philanthropists*





Sundt Foundation  
Est. 1999

## SPOTLIGHT: 25 YEARS OF GIVING

Service has been a core value at Sundt Construction since its inception in 1890; building prosperity for our teams, our clients and our communities was our purpose long before we put it into words. Over the last 25 years, we have awarded \$16 million in grants and volunteered thousands of hours in support of causes close to our hearts. And, each year, we challenge ourselves to do more.

Established in 1999, the Sundt Foundation reached an important milestone in 2024—its 25<sup>th</sup> anniversary. In honor of this anniversary, Sundt felt it important to celebrate and pay homage to the collective impact the Foundation has made throughout its history with a special round of grants and internal celebrations for employee-owners. As a result, the Company gifted the Sundt Foundation \$300,000 for the purpose of funding the anniversary grants. Our employee-owners had full ownership over which nonprofits in their communities received the funds.

The Foundation awarded 12 organizations across its giving areas with \$25,000 each for a grand total of \$300,000. This funding provided more resources to local nonprofits in the communities where we live and work.

*“As a company, we take pride in recognizing and fulfilling the needs of our communities. Having the opportunity to give more to the causes we’re passionate about with this additional round of grants is extremely meaningful to our employee-owners.”*

— **Emily Dwosh**, Community Relations Manager and Sundt Foundation Executive Director.

Employee-owners in each giving area led the charge on surprising their chosen nonprofit with a \$25,000 check. Employee-owners voted to decide which cause the grant would support. We were proud to assist causes supporting foster children, senior citizens,

children facing terminal illness, unhoused children and adults, children with special needs and veterans and their families—to name a few.

Not only were we excited to support our communities with the special grants, but we also used the anniversary as a catalyst to increase the Foundation’s membership. The Foundation launched a new member campaign including a 25<sup>th</sup> anniversary video contest for employee-owners to share what the Sundt Foundation means to them. The winners earned a cash prize to give to the nonprofit of their choice. Our employee-owners also engaged in Service September, which encouraged teams across our giving areas to coordinate a volunteer activity in honor of the anniversary.

We were honored to support the missions of our local nonprofit organizations with this special round of grantmaking and volunteerism, and we’ll continue to challenge ourselves to give more of our time and resources in the next 25 years to come.



**12 NONPROFITS RECEIVED  
SPECIAL \$25,000 GRANTS**

» *El Paso: CASA of El Paso*

» *Northwest: Candlelighters for Children with Cancer*

» *Salt Lake City: Shriners Children’s*

» *Irvine: Thomas House Family Shelter*

» *Florida: Find, Feed and Restore*

» *Charlotte: Children’s Flight of Hope*

» *Sacramento: Saint John’s Program for Real Change*

» *San Diego: Angels Foster Family Network*

» *Phoenix: Military Assistance Mission*

» *North Texas: Serving Our Seniors*

» *Central Texas: Kinetic Kids*

» *Tucson: Youth on Their Own*





## BOARD MEMBER SPOTLIGHT: PATRICIA MASON, NASHVILLE, TN

Meet director at large for the Foundation's Southeast region, Craft Outreach Manager Patricia Mason. Patricia is passionate about creating community on the jobsite with craft employee-owners. That passion has been an integral part of spreading Sundt culture as the company expands into the Southeast. Patricia is also a member of Sundt's Mental Wellness Committee and is the co-chair for Sundt's Employee Resource Group, Women of Skill, Grit, & Purpose, two initiatives that help drive her philanthropic engagement.



Currently working on Nashville Metro Water Services' KR Harrington and Omohundro Water Treatment Plants, Patricia's talent for creating camaraderie among team members is bolstered by her community involvement and expertise in mental wellness and suicide prevention. In fact, her teams in Nashville have had zero percent voluntary turnover. This isn't a coincidence:

*"Part of my drive is to ask continuously how we can give our employee-owners more opportunities to align with their values. Evidence shows that there's a direct correlation between philanthropic giving and employee engagement."*

— Patricia Mason, Craft Outreach Manager

Patricia's team in Nashville has also maintained nearly 100 percent Sundt Foundation giving participation across all personnel, and they volunteer regularly in the community. These opportunities create more meaning in the team's day-to-day work and have increased engagement and retention. The team has distributed food and necessities to those in need, hosted a diaper drive, helped the local animal shelter and led a Christmas toy drive. They also rally around mental wellness efforts, including providing on-site suicide prevention training during Suicide Prevention Week.

This year, Patricia spearheaded Sundt's first Construction Hike for Hope, leading Sundt in an effort that raised over \$17,000 for The American Foundation for Suicide Prevention. This event engaged our company and industry partners on the importance of addressing mental health in the field. Not only has Patricia raised incredible amounts of money for important causes, but she also continues to inspire her teams, spread awareness and give back to the community where she lives and works. "I joined the board of directors to be a voice for our craft and admin employee-owners in the Southeast, ensuring that we fulfill the most urgent needs in our local community and strengthen our team in the process."

*"I have found that my work with the Sundt Foundation has been some of the most rewarding of any that I have done in my construction career. It goes beyond helping the community and serves to build relationships and teams. It allows me to live in my values and have pride in the organization and the people with whom I work."*







## SPOTLIGHT: SUNDT RENEWABLES' SCHOLARSHIPS HELP STUDENTS BUILD A BRIGHTER FUTURE

Sundt aims to build prosperity in our local communities through a variety of programs. One key initiative encourages local students to complete their college degrees and continue contributing to the ongoing prosperity of their hometowns.

In 2022, Sundt and rPlus Energies launched the Local First Scholarship series. The scholarships exclusively support students in counties where rPlus Energies constructs its projects, aiming to keep talent local and meet community workforce demands. The inaugural scholarship recipients attended Utah State University Eastern. The program has since expanded to Southern Utah University and the College of Western Idaho. The scholarship series has funded \$318,000 for students to date.

The Local First Scholarship covers full tuition and fees for all certificate programs (up to \$5,000) and full tuition and fees for the first year of degree programs (up to \$5,000) for Carbon High School graduates. It's catered towards students in the first 25% of their program, and preference is given to non-traditional students.

One of the first scholarship recipients is pursuing architecture and began their journey with a drafting certificate program at USU Eastern: "I love Carbon County; it's where I grew up. This scholarship makes it possible to help me achieve my goals."

Another recipient is an aspiring biologist whose family has resided in Carbon County for generations: "I want to continue my family's legacy and further it by being a business owner in a small community like the one I grew up in. This scholarship will make it possible to focus on school and achieve those goals."

*The inaugural Energy First Scholarship series was launched in 2024 with Pleasant Valley Solar project partners Matrix Renewables, rPlus Energies, Sundt, EliTe Solar and Idaho Power. This scholarship focuses on students pursuing careers in the energy sector, providing partial scholarships for degrees in engineering, environmental, or construction programs at local universities. The Energy First – Pleasant Valley Solar Scholarship, in partnership with Boise State University, is the pilot in the Energy First series.*





## LOOKING AHEAD

Because our employee-owners are the heart of the Sundt Foundation, the demand for impact and giving increases as our business grows. When the Foundation was founded in 1999, employee-owners identified two key principles as their guiding light: **to improve the local communities where we live and work**—the Foundation’s mission—and **to promote connection and belonging in employee-owners**.

As we look to the future, those principles will continue to be our priorities. The Sundt Foundation is essential to our overall community relations efforts and the long-term strategy of the business at large. Our community relations programming increases employee engagement and promotes relationship building within the community.

To strengthen those efforts, additional programs to provide donated construction services through our new Build with Purpose program and workforce development opportunities are currently in progress. We believe our dedication to our nonprofit partners goes beyond financial giving and that we have a unique opportunity to lend our talents as builders. Creating prosperity for our communities means equipping them with the tools and resources they need to succeed.







## INDUSTRY LEADERSHIP, ADVOCACY AND WORKFORCE DEVELOPMENT

As we continue on our mission to be **America's most skilled builder**, we recognize the need to invest in empowering future builders. Our commitment to advocating for the current and next generation of the workforce is our promise to the industry, our clients and employee-owners.

Sundt's in-house apprenticeship programs are one piece of our strategy to address industry workforce needs—we **aim to benefit the industry at large**. An integral part of our efforts are our partnerships with local community leaders and elected officials who look to Sundt for expertise on important issues such as workforce development and infrastructure funding.

Across our regions, our employee-owners are dedicated industry leaders. They're adjunct professors at major universities, board and committee members of top construction organizations, innovators in safety and experts who are consulted for their knowledge. They are committed to improving the communities where they live and work through partnerships with local nonprofits and give their time and resources to training the next generation of the workforce.







## BUILDING ARIZONA

In August 2023, the governor of Arizona, Katie Hobbs, launched the **BuildItAZ** initiative while visiting a confidential data center project where Sundt's Building Group and Concrete Division had large scopes of work. BuildItAZ addresses the workforce challenge faced by our entire nation and is intended to double the number of construction and trade-registered apprentices by 2026.



Sean Ray, vice president of craft workforce development, Josue Ponce, craft training manager, and, Matthew Meaker, vice president & director, Arizona government relations, served on the working group that developed the **BuildItAZ Construction Apprenticeship Plan**.

In line with the governor's initiative, Sundt committed to doubling the number of apprentices in our programs by 2026. We can proudly say that since our commitment to the initiative was announced in November 2023, **Sundt has more than doubled its apprenticeship participation in just 10 months**. In the coming year, we'll have more apprenticeship offerings launching, with the goal of adding two more in the following year.

Sundt has continued to welcome local legislators to our G. Michael Hoover KAPBCS Training Center to demonstrate our commitment to the workforce. In honor of National Apprenticeship Week, **Sundt was proud to host the governor of Arizona in a discussion about the importance of investing in workforce development across Arizona**.





## WORKFORCE DEVELOPMENT PROGRAMS

Our teams have established partnerships with local organizations, community colleges and universities to help educate the local workforce across our regions. We're committed to bringing local talent on board to Sundt, where they'll continue their education in our apprenticeship classes.

In Texas, our experts have joined forces with Austin Community College, which offers a wide variety of pre-apprenticeship programs. Local employee-owners offer their guidance to the school and its professors around the training students need to work for a heavy civil contractor. The Northwest College of Construction and Sundt currently have an apprenticeship partnership, which is Department of Labor-approved.

### WORKFORCE PARTNERS:

#### *Arizona*

CENTRAL ARIZONA COLLEGE

MESA COMMUNITY COLLEGE

MESA HIGH SCHOOL

WILLIAMS HIGH SCHOOL

SOUTH MOUNTAIN COMMUNITY COLLEGE

#### *Oregon*

NORTHWEST COLLEGE OF CONSTRUCTION

#### *Texas*

TARRANT COUNTY COLLEGE

AUSTIN COMMUNITY COLLEGE

#### *Tennessee*

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY





## INVESTING IN THE NEXT GENERATION

This year, Sundt committed resources to a variety of efforts that directly impact youth. From elementary school students to college graduates, our employee-owners have dedicated their time and energy to education around the opportunities available in construction.



*Sundt's Concrete Division participated in The Rosendin Foundation's Camp Build. Throughout the weeklong camp, 70+ students received real, hands-on experience in construction-related activities.*







## INVESTING IN THE NEXT GENERATION



*The annual Big Dig For Kids event in partnership with Phoenix Children's allowed hundreds of children and their families to explore heavy machinery, participate in fun activities and learn about construction. We are proud to sponsor this fantastic initiative that has raised more than \$1.2 million for pediatric cancer research.*



*Sundt donated \$10,000 to Mesa College Promise. This program enables eligible students to attend Mesa Community College for two years with Arizona resident tuition and registration fees fully funded.*





## INVESTING IN THE NEXT GENERATION



*In celebration of Women in Construction Week, we hosted our inaugural Constructing You symposium aimed at college-aged women pursuing construction-related and adjacent degrees. [Learn more here.](#)*







## INVESTING IN THE NEXT GENERATION



*Throughout our regions, Sundt participates in events that introduce youth to construction careers. Pictured: Sundt's Northwest team at the annual Dozer Day event in Portland, Oregon.*

Our craft training and apprenticeship classes utilize the NCCER's nationally recognized curriculum for all training programs including heavy equipment operation, industrial concrete construction, pipe fitting, welding and ironworking. [Learn more here.](#)



**40**

**TOTAL APPRENTICE GRADUATES**

*as of August 2024*



**110**

**ACTIVE APPRENTICES**

*as of August 2024*





## SPOTLIGHT: GIRL SCOUT CONSTRUCTION DISCOVERY EVENT

Celebrating Women’s History Month through National Women in Construction (WIC) Week, Sundt honors the contributions of women in construction and introduces the next generation to career opportunities in the industry.

In March 2024, Sundt and the East Kyrene Service Unit of Girl Scouts Arizona Cactus Pine kicked off Sundt’s WIC Week celebrations with 130 Girl Scouts from kindergarten through high school taking part in age-appropriate construction activities. Spearheading this year’s event was Ella Meaker, a high school sophomore working on her Girl Scout Gold Award, which encourages girls to solve a community problem.

Ella was inspired to create an event that opened up a new world of opportunities in construction for younger Scouts. “Part of the reason I’ve stayed engaged in the Girl Scouts for so long is because of the opportunity to create meaningful and fun events for younger girls,” said Ella.

According to Troop Leader Cara Walsh-Meaker, “The coolest thing about the Girl Scouts is that it is truly girl led. The older Scouts gain leadership skills and confidence by putting together events aimed at inspiring young women in their communities.”

Once Ella began working on her Gold Award, her research led her towards women in construction. She attended the Arizona Careers in Construction event, where she first had the opportunity to learn about the industry from industry professionals.

In partnership with Sundt’s workforce development team, Cara and Ella’s Service Unit took the lead on planning and executing the event. The Service Unit is a community of Girl Scouts and volunteers; it serves as an essential support system that organizes training, mentorship and membership for Girl Scout members in their local neighborhood.

*“I was blown away by the excitement shown by Girl Scouts and the questions asked by the parents who attended the event. I am so thankful that we were able to share our industry with these young minds and—hopefully—make a lasting impression on them.”*

— Sean Ray, Vice President, Craft Workforce Development

The group planned a day of hands-on activities focused in five areas: welding, carpentry, heavy equipment operation, pipefitting and innovation. “We created accessible, age-appropriate activities around all of the trades,” explained Cara.



At one of the stations, the girls used their carpentry skills and created robot keychains, while older participants tried their hand on the mini excavators and virtual welding. For many of the girls, it was their first hands-on experience in construction, an eye-opening day that showed them careers they may not have considered before.

Throughout the day, girls connected with Sundt employee-owners and learned about the world of construction. According to Ella’s father and Sundt Vice President & Director, Arizona Government Relations Matt Meaker, “As much as we were pleasantly surprised by how quickly the Girl Scouts signed up for the event, I was more surprised by the numbers of moms and adult leaders who wanted to participate in the activities. This sort of outreach is important, and plans will begin shortly for next year’s event.”

*“It was really powerful to see so many little girls exploring construction in a hands-on way and learning that construction doesn’t only appeal to men but also to creative women who like to build and create. I was pleased to have a number of girls and moms approach me at the event looking forward to learning more about construction and the trades.”*

— Cara Walsh-Meaker, Event Coordinator

Ella and Cara are already in planning mode for the 2025 Girl Scout event, where they’ll build on this year’s programming. “This is truly a collaboration rooted in creating community,” said Cara. The event not only promoted the opportunities available for women in construction, but also allowed high school Girl Scouts to gain valuable leadership skills in planning the event.

For Ella, her main goal was for “the girls to learn about construction and to be able to picture themselves in roles traditionally geared towards men.”





## SPOTLIGHT: WILLIAMS HIGH SCHOOL PRE-APPRENTICESHIP PARTNERSHIP

During the Covid-19 pandemic, enrollment rates in traditional, four-year university programs dropped significantly while students sought less expensive options to help expedite their careers. Sundt stepped into that gap by expanding our pre-apprenticeship programs.

Since 2015, Sundt has offered apprenticeship programs that give our employee-owners the chance to hone their skills and become NCCER-certified in their craft. Now, in addition to those programs, our workforce development team is seeking more opportunities to partner with local high schools to develop pre-apprenticeship programs.

When high schools offer programs such as carpentry, welding and diesel technology, students learn what their future career could look and feel like almost immediately. “A career in the skilled trades can offer more job security, flexibility, career advancement and paid experience while they polish their skills,” said James Busch, craft pipeline manager.

*“Connecting students in high school with pre-apprenticeship programs is crucial to developing the next generation. There are demonstrated benefits and positive outcomes to schools that expose students to hands-on programs in the skilled trades. These opportunities offer another avenue to success and cater to different learning styles.”*

—James Busch, Craft Pipeline Manager

In 2024, Sundt launched its inaugural pre-apprenticeship program with Williams High School in Williams, Arizona. James helped the staff build out their programs, including assisting with lab set up, instructor certification and reviewing the NCCER curriculum with the team.

One of the biggest challenges in starting up pre-apprenticeship programs is finding certified instructors. “Williams High School gave their maintenance staff the opportunity to level up their skills by becoming certified teachers in their craft,” said James. “These programs are not only providing opportunity for students, but for staff members who have been doing the work of the skilled trades their entire career. Now, they’re NCCER certified to teach the courses.”



Beginning August 2024, Williams High School added pre-apprenticeship programs in diesel technology, carpentry, heavy equipment operation and welding. The curriculum provides students entry-level training in their chosen trade, with the goal that they will continue their education in a two-year vocational program recognized by the Department of Labor.

“As part of our partnership, each student who completes a pre-apprenticeship at Williams High School will be eligible for advanced placement into Sundt’s apprenticeship program upon hiring,” said James.



THE FEEDBACK FROM STUDENTS IS OVERWHELMINGLY POSITIVE. “THE FACULTY HAS REPORTED THAT STUDENTS ARE EXCITED TO COME TO CLASS AND ENGAGE IN SOMETHING TANGIBLE THAT DIRECTLY IMPACTS THEIR FUTURES.”





## LOOKING AHEAD

We're proud that our commitment to doubling our apprenticeship programs was achieved in just 10 months, and we're certain that we'll only continue to grow those numbers. Our programs are in the process of expanding to Sundt's teams in Nashville and Texas, with more partnerships with local community colleges and trade schools to come.

We know the construction industry can offer a path to success for any student, and we're invested in spreading awareness about how to build a fulfilling and prosperous career in this industry. In the coming year, our team has plans to develop a partnership with Metro Tech High School in Phoenix, Arizona.

OUR NEXT GOAL IS TO HIRE 50 PERCENT OF OUR APPRENTICES DIRECTLY FROM PRE-APPRENTICESHIP PARTNERSHIPS ACROSS OUR REGIONS. AS WE LOOK TO CREATING MORE CONNECTIONS WITH STUDENTS AND LOCAL LEADERS, WE'LL AIM TO KEEP TALENT LOCAL AND DEMONSTRATE THE VALUE OF A CAREER IN CONSTRUCTION.







# PLANET

*Sundt is committed to championing environmentally sustainable practices across our company, while also supporting our clients in achieving their sustainability goals.*





## SUSTAINABILITY

At Sundt, we believe the construction industry has both an opportunity and a responsibility to protect and preserve the environment. We are taking meaningful action by analyzing our carbon footprint, training our employee-owners and rolling out a new tracking platform to measure sustainability in the office and on the jobsite.

Our clients have high standards for sustainable practices, and ensuring that we not only meet but exceed those standards is a key part of our own sustainability mission. Sundt has completed several high-profile sustainable projects across various sectors.

For the Golden West College Language Arts Complex in Huntington Beach, California, we installed LED fixtures, solar chimney stacks and transom windows to activate a natural ventilation system, which will significantly reduce energy consumption.

The Salt Lake City New Water Reclamation Facility has accomplished several notable sustainability goals, including salvaging and recycling over 99% of waste material. The project is also following the Envision sustainability framework, designed to help implement more sustainable, resilient and equitable practices on infrastructure projects.

These examples highlight Sundt's commitment to integrating sustainable building practices, reducing the environmental impact of construction and helping clients achieve their sustainability goals.



## KEY ACCOMPLISHMENTS

### RANKED #1

*2024 Solar Power World Top Solar Contractor in Utah*

### RANKED #20

*Solar Power World Top National Contractors List*

### RANKED #13

*2024 ENR Top Contractors in Power, Solar Category*

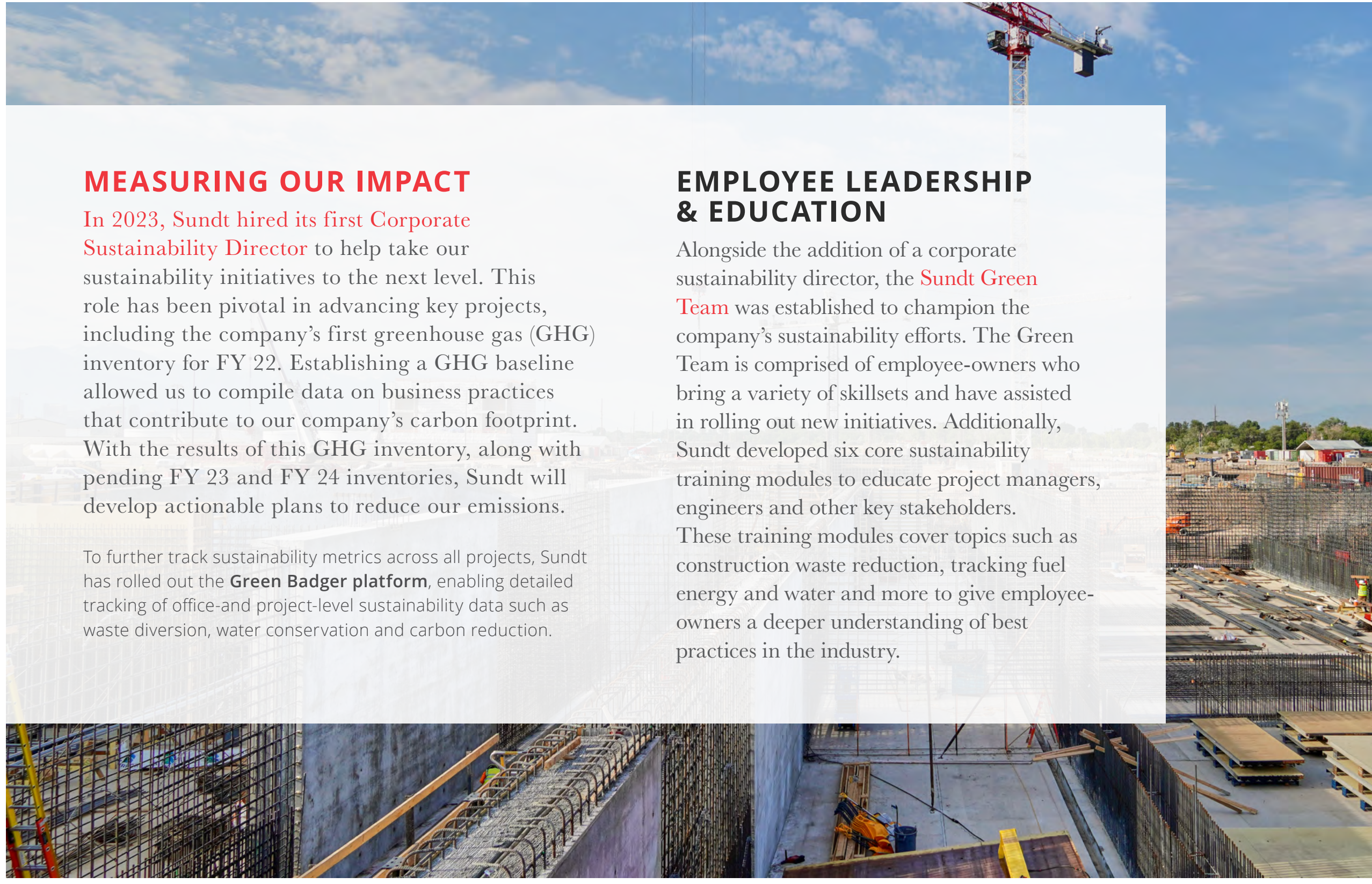
### PROJECT OF THE YEAR AWARD

*for Appaloosa Solar I  
Awarded by AGC Utah Chapter*

### EIGHT

*of our employee-owners earned Envision Sustainability  
professional credentials.*





## MEASURING OUR IMPACT

In 2023, Sundt hired its first **Corporate Sustainability Director** to help take our sustainability initiatives to the next level. This role has been pivotal in advancing key projects, including the company’s first greenhouse gas (GHG) inventory for FY 22. Establishing a GHG baseline allowed us to compile data on business practices that contribute to our company’s carbon footprint. With the results of this GHG inventory, along with pending FY 23 and FY 24 inventories, Sundt will develop actionable plans to reduce our emissions.

To further track sustainability metrics across all projects, Sundt has rolled out the **Green Badger platform**, enabling detailed tracking of office-and project-level sustainability data such as waste diversion, water conservation and carbon reduction.

## EMPLOYEE LEADERSHIP & EDUCATION

Alongside the addition of a corporate sustainability director, the **Sundt Green Team** was established to champion the company’s sustainability efforts. The Green Team is comprised of employee-owners who bring a variety of skillsets and have assisted in rolling out new initiatives. Additionally, Sundt developed six core sustainability training modules to educate project managers, engineers and other key stakeholders. These training modules cover topics such as construction waste reduction, tracking fuel energy and water and more to give employee-owners a deeper understanding of best practices in the industry.





## SPOTLIGHT: USING CARBON CAPTURE TECHNOLOGY IN CONCRETE MIXING

Concrete is the most widely used material on earth, second only to water. While it is essential to modern infrastructure, its extensive use has long come with a significant environmental cost.

Cement, the main ingredient used to make concrete, is the most significant contributor to these harmful environmental factors. A major byproduct of cement manufacturing is CO<sub>2</sub>, which, according to the Environmental Protection Agency, makes up most of the world's greenhouse gas emissions. However, it's extremely difficult to make cement and concrete without also producing CO<sub>2</sub>. *So, what's the solution?*





## CONCRETE SOLUTIONS

One way to mitigate carbon emissions is through carbon capture technologies. At an ongoing multi-phase data center project in Phoenix, Arizona, Sundt is embracing two innovative solutions at the request of our client to reduce the project's carbon footprint: CarbonCure Technologies and Concrete.ai.

Aligned with Sundt's sustainability goals, our client has implemented a revolutionary carbon removal process through their on-site concrete supplier. CarbonCure technology injects captured CO2 from large emitters into the concrete mix from an on-site pressurized tank. This process not only makes mixing concrete more sustainable, but the resulting material is lighter, more durable and more cost-effective. In addition to effectively trapping those gases and preventing them from being released into the atmosphere, CarbonCure's process also reduces the overall amount of cement needed.

*"Sundt is proud to support our client with cutting-edge sustainable concrete solutions. When we work on projects with clients that have a high standard for sustainable practices, it helps us further our own sustainability mission."*

— **Richard McDonald**, Corporate Sustainability Director

## HOW IT WORKS

The **CarbonCure** technology uses CO2 that is captured from the large emitters and stored in a pressurized tank on site, which then introduces a precise quantity of CO2 into the concrete mix. When it comes into contact with the concrete mixture, the CO2 changes into the mineral calcium carbonate, making the concrete stronger. This process completely sequesters the CO2, preventing it from ever entering the atmosphere even if the concrete itself was to be destroyed. Every cubic meter of concrete produced using this technology saves an average of 37 pounds of CO2 emissions.

Further gains in carbon emission reduction on the project stem from using Concrete.ai. Using generative AI, Concrete.ai further optimizes concrete mixes by creating millions of possible mix designs to provide the best recipe to minimize cement powder use and maximize sustainability. Across the three facilities using this technology, **over 640,000 pounds of CO2 have been saved and recycled – the equivalent of more than 720,000 miles worth of emissions from a gas-powered car.**

*"It's rewarding to see the impressive results of our sustainability efforts reflected in the numbers: once the project is complete, there will be six total buildings, five of which will have been constructed using the carbon-injected sustainable concrete."*

— **Leena Patel**, Project Manager and Estimator







## SPOTLIGHT: DRIVING SUSTAINABILITY - GREENER FLEET INITIATIVES AT SUNDT CONSTRUCTION

As part of Sundt's broader sustainability efforts, we are committed to reducing the environmental impact of our vehicle and equipment fleet, which represents a significant portion of our greenhouse gas emissions. Balancing sustainability goals with operational costs, we are actively exploring and implementing greener alternatives wherever feasible.

We plan to order 10 to 15 hybrid F-150 trucks in FY 25, pending availability. While the industry isn't fully ready to transition to entirely hybrid or electric fleets, Sundt is reducing emissions by adhering to the Environmental Protection Agency's Tier 4 Final emissions standards. These standards reduce emissions by 90% compared to older models, improving both fuel efficiency and environmental impact. We have phased out lower-tier engines, and now the entire fleet is Tier 4-compliant, particularly for operations in regulated regions like California.

Another significant step in "greening" our fleet has been replacing 23 diesel-powered light towers with solar-powered alternatives. Although these towers come at a higher initial cost, Sundt views them as a long-term investment in sustainability. They provide cleaner, quieter operations and superior LED lighting quality.

*As green technology evolves, our Equipment Services Team remains proactive, conducting ongoing research and cost analyses to reduce emissions and further minimize the environmental impact of its fleet. These efforts are central to Sundt's long-term sustainability objectives.*





## LOOKING AHEAD

Building on the momentum of our recent sustainability achievements, Sundt is focused on expanding the integration of environmentally conscious practices across the business.

We will continue to roll out the Green Badger platform to jobsites and train more employee-owners on the new technology. Another focus area will be reducing emissions from our fleet by phasing out older diesel trucks and replacing them with more efficient models, such as hybrid trucks. Energy audits will be conducted at Sundt-owned facilities to identify opportunities for reducing electrical consumption, while the deployment of solar-powered equipment will gradually replace gasoline and diesel mobile machinery.

Additionally, we plan to standardize waste collection, disposal and diversion processes across our facilities, ensuring company-wide consistency. We will deliver Sundt-branded core sustainability training modules to key personnel, further embedding sustainability into our daily operations. These initiatives represent measurable progress toward achieving our sustainability goals and those of our clients.







SUNDT

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