

2025 GLOBAL SOCIAL RESPONSIBILITY ANNUAL REPORT

WE
EXIST
TO
BUILD
GREAT
THINGS



We Exist to Build Great Things.®

LETTER FROM LEADERSHIP

Building for the Future

DPR marked its **35th year in 2025**, delivering projects that ranged from interior renovations to highly technical megaprojects while maintaining a sustained focus on the workforce that makes building great things possible.

Throughout the year, teams concentrated on strengthening the foundations that support long-term performance. Workforce development remained central as we expanded access to construction careers and reinforced clear pathways for growth across roles. As project demands evolved, engagement with trade partners emphasized readiness and alignment to support safe, disciplined delivery at every scale. Long-standing community partnerships supported youth development and local workforce pipelines in the regions where we build. Environmental strategies also continued to advance on our jobsites through practical steps that reduce waste, conserve resources and provide healthier spaces for our employees, trade partners and clients.

Taken together, these efforts reflect how global social responsibility shows up in our work. They are embedded in how projects are planned, staffed and delivered, shaping outcomes for our people, partners and communities.

The following report outlines **progress across DPR's four pillars of Global Social Responsibility—People, Partners, Philanthropy and Planet**—in 2025 and the priorities guiding our work in the years ahead.

Ever Forward,



GEORGE PFEFFER
CEO & Leadership
Team Member



CARI WILLIAMS
Global Social
Responsibility Leader

SPOTLIGHT: OVERVIEW

What defined DPR's Global Social Responsibility efforts in 2025?

The year was defined by integration and steady progress. Workforce development, trade partner engagement, community partnerships and environmental stewardship were embedded in how projects were planned and delivered. The focus remained on building an industry where everyone can belong and strengthening systems that support long-term capability and responsible growth.

How is DPR strengthening the future construction workforce?

Expanding access to construction careers remained central in 2025. Efforts focused on reinforcing clear development pathways, supporting trade partner capacity and sustaining community programs that build long-term workforce readiness across the industry.

What does responsibility look like at DPR today?

Responsibility is reflected in daily execution. It is present in how we support our people, align with partners, invest in the communities where we build and reduce environmental impact through the way we deliver work. Together, these efforts reinforce stability, safety and long-term performance.

A FRAMEWORK FOR RESPONSIBLE GROWTH

Our Commitment to Four Pillars

Our Global Social Responsibility efforts are organized around four pillars: **People, Partners, Philanthropy and Planet.** Together, these pillars provide structure and accountability as we support responsible growth across projects that range from interior renovations to highly technical megaprojects.

Each pillar addresses a distinct dimension of how we build and operate. Yet, all pillars are interconnected.



PEOPLE

We strengthen workforce development, safety and professional growth, reinforcing clear pathways and environments where individuals can contribute and advance.



PARTNERS

We focus on alignment, readiness and long-term capacity within our trade partner network, recognizing that durable delivery depends on strong, capable teams.



PHILANTHROPY

We invest in communities and workforce pathways beyond our jobsites, supporting local opportunity and long-term industry sustainability.



PLANET

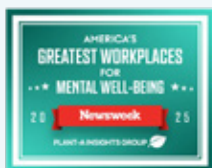
We embed practical environmental strategies into planning and jobsite execution, advancing resource stewardship and operational efficiency.



AWARDS

Recognition Across the Business

In 2025, we received recognition from national and regional organizations that reflects the consistency of our workplace culture and how teams show up across the business. These acknowledgments point to an environment that supports development, fosters connection and belonging and prioritizes well-being alongside performance.



America's Greatest Workplaces for Mental Wellbeing 2025

Newsweek



Best Private Companies to Work For

U.S. News & World Report



Gold Recipient of Bell Seal for Workplace Mental Health

Mental Health America

America's Greatest Workplaces for Parents and Families — *Newsweek*

America's Best Employers for Women — *Forbes*

America's Greatest Workplaces for Diversity — *Newsweek*

ENR East Top Contractors — *ENR*

Richmond Top Workplaces — *Richmond Times-Dispatch* (Ranked #7)

Best Places to Work in the Bay Area — *San Francisco Business Journal* (Ranked #1)

Greater Washington's Best Places to Work — *Washington Business Journal* (Ranked #12)

Top Workplace in New Jersey — *Jersey's Best* (Ranked #8)

Top General Contractor — *Modern Healthcare Construction & Design Survey* (Ranked #2)



KEEPING SCORE

Industry Standards



THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a set of integrated calls to action and a blueprint to achieve a better future for all. We align our efforts with the SDGs through areas including quality education, gender equality, decent work and economic growth, reduced inequities, sustainable cities and communities and climate action.



JUST LABEL FOUNDED BY THE INTERNATIONAL LIVING FUTURE INSTITUTE

DPR is the largest company and only general contractor to have voluntarily participated in the updated JUST 2.0 label. We share our JUST 2.0 label to provide analysis and insight into the company across six categories: diversity and inclusion, equity, employee health, employee benefits, stewardship and purchasing and supply chain.



CONTRACTOR'S COMMITMENT TO SUSTAINABLE BUILDING PRACTICES BY BUILDINGGREEN

The Contractor's Commitment is another way the industry has started assessing what it means to be a green contractor. Created by contractors for contractors, it provides a way to measure sustainability practices and track progress on carbon reduction, jobsite wellness, waste management, water management and material selection. For 2025, we continue reporting and stay engaged as the commitment evolves into its third version.



ECOVADIS EcoVadis is a [sustainability ratings platform](#) that evaluates companies across environmental stewardship, labor and human rights, ethics and sustainable procurement. DPR participates annually to support transparency and continuous improvement, and has improved its EcoVadis performance by 50% since 2023. DPR ranks in the top 4% of large construction companies in North America, with a score of 69 on its latest assessment, placing it just one point below the highest achieved score among our peers.



CONSTRUCTION INCLUSION WEEK

Opening Doors Across the Industry

As a founding member of Construction Inclusion Week (CIW), DPR continues to support this industry-wide effort focused on workforce sustainability and a stronger workplace culture. In its fifth year, **CIW brought together 132 companies** committed to improving access to construction careers and creating environments where people can grow and lead.

The 2025 theme, “Opening Doors,” reflected a shared understanding across the industry. Construction faces a significant workforce gap, with hundreds of thousands of new workers needed over the next several years. Expanding awareness, increasing access and supporting long-term advancement are essential to meeting that demand.

During the week, **DPR teams hosted more than 350 events across offices, jobsites and prefabrication facilities, a 200% increase from the year before.** Activities ranged from storytelling sessions and career growth discussions to jobsite conversations focused on mentorship, collaboration and daily leadership behaviors. These discussions reinforced a consistent message: inclusion shows up in how teams communicate, how leaders create space for input and how opportunities are made visible to others.

CIW also informed year-round efforts. Insights from the week connect directly to workforce development, employee resource groups, leadership programs and ongoing dialogue forums. By aligning industry-wide engagement with everyday practice, CIW supports a stronger, more resilient construction workforce.

As participation continues to grow across the industry, we remain committed to contributing alongside our peers and advancing practical actions that expand opportunity and strengthen teams.



Read our **CIW 2025 highlights** [blog here.](#)



PILLARS OF CONSTRUCTION

Employee Perspectives that Shape Our Culture

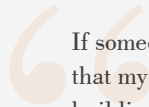
Pillars of Construction is a monthly series that shares employee perspectives. Each spotlight aligns with cultural observances, holidays or key company focus areas, and keeps the story in the employee’s own words. Employees reflect on the experiences that shaped them, the communities they represent and the paths at brought them into construction.

Topics ranged from service and supplier diversity to sustainability and career growth, along with moments that recognized heritage and identity. Together, the stories reflect the range of backgrounds and viewpoints across the company and support ongoing conversations about how we work and show up for one another.



“Today, we have an incredibly strong network of women from diverse backgrounds throughout the organization... one piece of advice I would give is the importance of being confident and proactive in one’s career... I recognized how essential it is to take control of your own career by actively seeking out training and development opportunities and clearly communicating your goals and ambitions. It’s critical for your own professional and personal growth. Becoming a great place to work demands consistent, ongoing effort. It’s not enough to simply aspire to be great.”

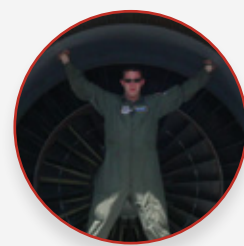
IRMA JAREGUI
Construction Operations Manager, Southern California
Women’s History Month (March)



If someone had told me when I started my career in construction that my path would lead to not only building great buildings but also building a lasting impact in my community, I might not have believed them. Yet, as I look back on my 10 years with DPR, I’m reminded that the true foundation of our industry isn’t concrete and steel—it’s all about people... Whether I’m coordinating a million-dollar fundraiser or leading a SSG pre-con team, success comes from building trust, fostering collaboration, and never losing sight of the people at the heart of every project.”



THOMAS BANCROFT
SSG Preconstruction Leader, San Diego, CA
Service September



“On Veterans Day, I reflect on my journey from military planes in the Air Force to building the future in construction. To veterans considering their next step: construction is full of opportunity. The industry values leadership, discipline, and teamwork. Whether you’re starting out or changing course, there’s a place for you here to grow, learn, and make a lasting impact.”

LEE CAUSEY
Innovation Leader, Raleigh, NC
Veterans’ Day (November)

PEOPLE PILLAR

Building Belonging & Opportunity



This year reinforced how central people are to performance. As workforce demands grew and project expectations evolved, the focus remained on advancing workforce development, psychological safety and belonging as core elements of how we operate. That included continued focus on diversity, equity and inclusion as part of how we build teams, develop talent and support long-term performance. In 2025, we concentrated on ensuring this work continued to scale in ways that support both our teams and our industry needs for the future.

If you had to choose one word to sum up our team's efforts, what would it be? *Re-envisioned.* The external environment continued to shift, and we took time to ensure our commitments remain relevant and durable for the long term. The core values that have guided DPR for more than 35 years continue to anchor the work, and we stayed focused on strengthening the systems that help people feel a sense of belonging. At the same time, we also continued scaling programs to support our people and our projects into the future.

When you think about the work this year, what stood out most? What stood out most was the way we stayed true to the work. We

remained clear about how important diversity, equity and inclusion are to building a culture where people feel they can come as they are, build a career and be the best version of themselves. We also strengthened scalable, sustainable infrastructure and programs that provide the support and resources our people need.

What progress were you most proud of this year? Alongside continued strong engagement across all Employee Resource Groups (ERGs), we formalized ARISE as DPR's eighth ERG, representing Asian American and Pacific Islander employees. We also strengthened career development pathways to create clearer

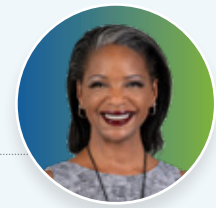
opportunities for growth across craft and admin roles, so people can see what progression looks like and how to access it.

Is there one proof point that investing in people strengthened the business? Internal referrals remain one of our strongest sources of talent. That tells me people feel connected to the culture and confident enough in their experience to recommend DPR to others.

What is the one most important thing you want people to know about the team's work in 2025? It was a year of putting inclusion for all, by all into practice by expanding shared ownership for how people

across the company connect, belong and influence our culture. In 2025, that included launching a new employee resource group in response to what we heard from employees and staying steadfast in our commitment to World Pride when many companies pulled back their involvement amid external pressures.

STACEE BARKLEY
People Pillar
Leader



By the Numbers

The 2025 workforce data below provides a more detailed view of representation of over 12,700 employees across DPR's Family of Companies. It includes breakdowns for overall, administrative and craft employees, and highlights areas where we saw increases over the past two years.

	OVERALL	ADMIN	CRAFT
Women	17.6%	27.3%	5.4%
Men	82.3%	72.7%	94.6%
African American	4.4%	5.0%	3.7%
Asian	3.9%	7.1%	0.3%
Hispanic	47.2%	17.4%	81.2%
Native American	0.7%	0.6%	0.7%
2 or More	1.8%	2.5%	1.0%
White	41.5%	66.5%	12.8%
Native Hawaiian or Pacific Islander	0.3%	0.3%	0.2%
Did Not Select	0.2%	0.6%	0.1%

We report aggregate, self-identified workforce demographics for transparency. This data is not used to make employment decisions. Employment decisions are based on job-related qualifications, performance, experience, business needs and applicable law.

*Data as of December 2025 | *Ethnicity data are U.S. only



54%

INCREASE in women in craft (since 2023)

7.3%

INCREASE in women overall (since 2023)

5%

INCREASE in employees of color (U.S. only since 2023)



Employee Resource Groups

Employee Resource Groups continued to **support belonging and connection**. Built to be employee-led and sustainable, ERGs combine organizational support with active member leadership, helping groups grow with intention.

In 2025, **participation increased by over 40%** across established groups, supported by a strong feedback loop between learning, engagement and community. Our monthly virtual conversations, Pillar Talks aligned with Heritage and History Months often helped drive deeper involvement. As the ERGs advanced strategic plans, teams worked toward clearer goals tied to employee experience and business priorities.



SPOTLIGHT: ARISE ERG

In 2025, ARISE, DPR's **Asians and Pacific Islanders Rooted in Inclusion, Strength and Empowerment** group, formally became DPR's eighth ERG. While ARISE had an active affinity group prior to 2025, members came together during the year to establish leadership and a formal structure, reflecting readiness for long-term sustainability.

What led to the formation of ARISE in 2025? We had celebrated Asian American and Pacific Islander heritage through Pillar Talks and programming, but we did not have a formal ERG. As more employees expressed interest in building community and representation, it became clear there was a need for structure. Establishing ARISE created a space for connection while remaining open to all.

What has the group focused on during its first year? The leadership team developed a clear vision, mission and strategic plan. Priorities center on culture, career, community and commerce, helping members connect, grow and contribute to the business. In 2025, the focus was building a strong, sustainable foundation.

What excites you most about ARISE moving forward? If the group helps people build stronger networks and makes the company feel smaller, that is a win. Through cultural, career and community conversations, members can learn more about themselves and each other. As engagement grows and we measure participation and feedback, ARISE can deepen belonging while supporting our broader GSR goals.



KEVIN CHEN
ARISE ERG Sponsor,
Bay Area Co-Business
Unit Leader

Recruitment and Retention

Recruitment and retention efforts continued to evolve as the labor market shifted. Access remains important, but access alone is not enough. The focus expanded to strengthening pathways into DPR while paying closer attention to how candidates and employees experience the company once they engage.

Teams deepened external partnerships, refined outreach strategies and responded to changing expectations around career growth, flexibility and purpose. We also continued evaluating where barriers exist and how everyday experience influences retention. Opportunity may bring someone in the door, but culture and development determine whether they stay.

Insights from the year are shaping how DPR adapts its recruiting and retention strategies heading into 2026, with continued emphasis on broad access, clear growth pathways and environments where people can build long-term careers.



SPOTLIGHT: RECRUITING

How did external factors impact recruiting in 2025?

We saw more candidates with adjacent experience and broader backgrounds across craft, operations and early careers.



ALISON TRIPP
*Talent Acquisition
Ops Leader*

At the same time, active candidate pools were smaller and more selective, making speed, clarity and candidate experience essential.

Aligning recruiters to specific talent verticals improved focus and hiring velocity. Targeted partnerships with campuses, trade schools, veterans' programs and professional organizations expanded diverse pipelines.

Being recognized by numerous national and regional programs as a great workplace also strengthened our employer brand.

PILLAR TALKS

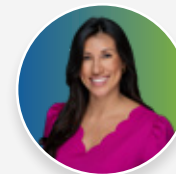
Learning Through Lived Experience

Pillar Talks are **45-minute virtual sessions** held on the first Friday of each month, creating space for conversation around our four Global Social Responsibility pillars: People, Partners, Planet and Philanthropy. These sessions bring teammates together to share lived experiences and connect those perspectives to day-to-day work.

Be a **PILLAR**
of Global Social Responsibility

Throughout 2025, conversations reflected the realities teams are navigating across projects and offices. The excerpts below highlight key insights shared during this year's sessions and the themes that resonated most with participants.

“We have so many people that have so many different career pathways within DPR. So, it's really exciting for the youth to be able to hear that, no, they don't necessarily need to go to college. No, they don't need to follow the path that everyone else is following. They need to gain the skills. They need to be passionate. And so it was really cool to see our teams exemplifying that for the youth.”



LINA NAGEONDELESTANG

January: Celebrating Global Social Responsibility

“Having an advocate and a mentor is so important for young women coming up in this industry... I challenge all of you to help me support that.”



KIERSTEN KAPLAN

March: Women's History Month

“In 2026, our industry will need almost 500,000 new workers. So the focus of inclusion is highly important to us. Did you know that inclusive cultures make people feel respected and valued for who they are, as an individual or group, and offer them a level of support, energy and commitment from others to increase their ability to thrive?”



VICTOR VILLEGAS

October: Celebrating Construction Inclusion Week

PEOPLE PILLAR: LOOKING AHEAD

Priorities for 2026 & Beyond

The work continues. As we move into 2026, the focus remains on strengthening workforce readiness, leadership capability and the systems that support long-term performance.

1

EXPANDING ACCESS AND OPPORTUNITY

Expanding pathways into construction and supporting long-term growth remains a priority. We will continue embedding diversity, equity, inclusion and social dialogue into how we attract, develop and retain talent. Clear career progression, skill development and access to opportunity are essential to sustaining a strong and resilient workforce.

2

STRENGTHENING WHAT WE'VE BUILT

Responsibility and accountability for diversity, equity and inclusion will be more explicitly shared across the company, building on the foundation already in place. Not everybody is in a position to hire, but everybody is in a position to influence culture. That shared ownership is how inclusion becomes part of everyday practice.

3

EMBEDDING BELONGING INTO DAILY PRACTICE

Belonging is experienced through everyday leadership and team behaviors. Psychological safety, clear expectations and shared accountability shape how teams collaborate, communicate, and perform, directly influencing safety and project outcomes.





PARTNERS PILLAR

Building Capacity Through Partnership

Partnerships remain central to how we build. As conditions and expectations evolved, we focused on strengthening partner readiness and creating more consistent access for qualified small and diverse businesses through closer coordination with project teams to deliver reliable results.



If you had to choose one word to sum up our team's efforts, what would it be? *Intentional.* We were deliberate about where we focused and how we supported partners. The goal was to build relationships that extended beyond a single project and contribute to long-term capability.

When you think about the work this year, what stood out most? What stood out most was the coordination between our project teams and the Partners Pillar team. Teams stayed aligned through preparation, training and open communication during execution. That alignment supported clear expectations and shared accountability, especially where workforce

participation expectations were well defined. We prioritized relationships built for longevity, not just individual projects.

What progress were you most proud of? Progress was most evident in the shift from a singular focus on giving trade partners access to DPR opportunities toward a multifaceted approach that included programming on trade partner readiness and capacity building. That included refining training efforts and formalizing a 30-60-90 check-in process with trade partners and project teams to strengthen communication and address challenges early.

Is there one proof point that strong partnerships made a difference? On several projects, particularly in the Northeast, close coordination between project teams and the Partners Pillar supported both successful pursuit efforts and strong delivery performance. Clear expectations, consistent tracking and early engagement helped reinforce trust with customers and trade partners.

What is the one most important thing you want people to know about the team's work in 2025? Our work has always been focused and deliberate, and in 2025 we concentrated on long-term impact. Projects often have shorter, defined timelines, but strong partnerships build capability

that lasts beyond a single job. We concentrated on preparation, communication, and shared accountability so trade partners and project teams succeed together as one.

PATRICE HALEY
Partners Pillar
Leader



SUPPLIER DIVERSITY

By the Numbers

1,548

CONTRACTS
with Certified
Emerging Vendors

92

**NEWLY
PRE-QUALIFIED**
Emerging Businesses
of 191 Invited

414

ATTENDEES
at 13 Hosted and/or
Supported
Outreach Events

21

**ADVOCACY
ORGANIZATIONS**
Events Attended
or Hosted



PARTNER SPOTLIGHT: ADAMS ELECTRIC COMPANY

WITH THOMAS HARPER & JOY JONES

What stands out about working with DPR on this project? When you start working with DPR, you realize you are going to up your game and learn from them, but in the best way possible. It has really been an excellent partnership and has grown into a great relationship.

What made this partnership unique? DPR wanted to make sure the team was not just meeting certifications but

also bringing good partners to the table who were truly adding value and that the project could help elevate those organizations. From DPR's side, it was, How can we help? Can we introduce you to organizations? That was a differentiator.

How did the partnership create opportunities for learning? On a large-scale project, we had team members from different backgrounds and

different levels of experience. Working with DPR meant access to training and expertise that helped people grow in their roles and build skills they could carry into future work. It also went both ways. Adams Electric was invited into DPR's office to provide electrical safety training for DPR teams, including office and management staff. The focus was on helping one another and making sure everyone had the opportunity to get better.

PROJECTS

Collaboration in Action

Collaboration showed up most clearly at the project level this past year. Teams invested early in building trust, aligning expectations and working side by side with the Partners Pillar to understand client priorities.

Through structured outreach, clearer performance expectations and direct feedback, the team strengthened trade partner readiness for complex work while expanding access to future opportunities. By prioritizing local hiring and sharing career pathways to the construction industry with adults and youth, teams supported stronger project outcomes and increased economic impact in the communities where we build.



SPOTLIGHT: NORTHEAST REGION



On several projects across the Northeast, teams responded to client expectations around workforce participation and local impact by aligning early. This included close collaboration with trade partners and workforce organizations, supported by outreach efforts designed to strengthen execution and desired outcomes.

Many teams were navigating these expectations for the first time. Partners Pillar NE Regional Manager Margarita Polanco and NE project team members developed comprehensive workforce development plans built on a foundation of clear communication, shared accountability and hands-on coordination. Collectively, they met client needs while improving access to construction career opportunities for residents. This work reflects how intentional partnership at the project level can support workforce development beyond a single engagement.

PROJECT SPOTLIGHT

Connecticut Children's

This milestone project redefines pediatric care with family-centered spaces, immersive design and advanced treatment capabilities.

Ribbon Cutting: December 2025

- DPR worked closely with the Minority Construction Council, the Connecticut Building Trades Institute and other local organizations to ensure that project opportunities were shared with Hartford-area businesses and residents.
- **1,006 INDIVIDUAL JOBS** created/workers onsite
- **728,639 HOURS** worked
- **243 WORKERS** onsite per day at construction peak



This new clinical tower represents a defining milestone for Connecticut Children's—expanding our ability to deliver advanced, family-centered care while deepening our commitment to Hartford and the region. What makes this project especially meaningful is how it was built: through deep collaboration with an integrated design and construction team that listened, planned transparently, and stayed aligned on what matters most—children, their families, and the community. Impact extends beyond the clinical space.

The project team helped grow opportunity locally, engaging Connecticut-based trade partners, partnering with workforce organizations to expand access to careers in the trades, and opening the jobsite to students to inspire the next generation of builders. We're proud of what this tower will mean for patients today—and for our community for years to come."

REAGHAN M. SCHICKER,
AIA, ACHA
*Director of Planning
 Design & Construction,
 Connecticut Children's*

PROJECT FACTS

08
STORIES

194K
**SQ. FT. TOWER
 & EXPANSION**

05
**GREEN
 ROOFS**

4,300
PIECES OF STEEL

4,953
**PIECES OF EXTERIOR
 METAL PANEL**

INDUSTRY PARTNERSHIPS AND EVENTS

Building Relationships Beyond the Jobsite

Our industry involvement is rooted in relationships. We participate in events that bring together builders, suppliers and community partners so we can learn, share knowledge and create pathways for new and growing businesses. Through these connections, we strengthen partnerships and support a supply chain that reflects the communities around our projects.

When we travel for industry events, we look for practical ways to support the host community. When possible, we source materials locally, partner with locally owned food and beverage vendors and make time to learn from local cultural sites.

2025 EVENTS INCLUDED:



National Minority Supplier Development Council (NMSDC)

DPR engaged with suppliers and peers through the NMSDC conference marketplace and the Construction Industry Group. The booth featured mocktails and cocktails from locally owned Miami businesses, reflecting a practical way to support the host community.



ACCA National Training Institute (Denver)

We attended ACCA's National Training Institute in Denver in 2025 to update ACCA certifications and strengthen our approach to supplier development and contract compliance. The training supported the Denver preconstruction team with best practices for administrator-level compliance and master letter requirements.



Hispanic Contractors of Colorado (HCC)

DPR has been a member of Hispanic Contractors of Colorado (HCC) for 10 years and was recognized in 2025 for a decade of partnership and engagement. Throughout the year, we participated in several HCC-hosted events, including the Tradeshow & BBQ, where we sponsored a booth and connected with small trade partners and vendors. Our team members also joined the annual Clay Shooting event and sponsored a table at the Annual Gala, where we extended invites to customers to join.



National Association of Minority Contractors (NAMC) – DFW Chapter Golden Shovel Award

In September 2025, the Dallas–Fort Worth team received the Golden Shovel Award from the NAMC DFW Chapter, recognizing DPR as General Contractor of the Year. The award reflects the team's supplier diversity efforts, including hosting outreach events and engaging new trade partners in support of local healthcare projects.

PARTNERS PILLAR: LOOKING AHEAD

Priorities for 2026 & Beyond

As we look ahead, we remain focused on strengthening the relationships and systems that support long-term partnership. Our 2026 priorities build on progress and center on practical actions that prepare trade partners for complex work, reinforce shared accountability and expand opportunity in ways that support strong project delivery and local impact.

1

EXPANDING PARTNER CAPACITY

We will expand trade partner training and readiness efforts to better prepare firms for increasingly technical and schedule-driven projects. This includes implementing redesigned training programs, clearer onboarding expectations and structured check-ins throughout the project lifecycle. These touchpoints are designed to help partners navigate requirements, address risk early and build the internal systems needed to grow alongside us over time.

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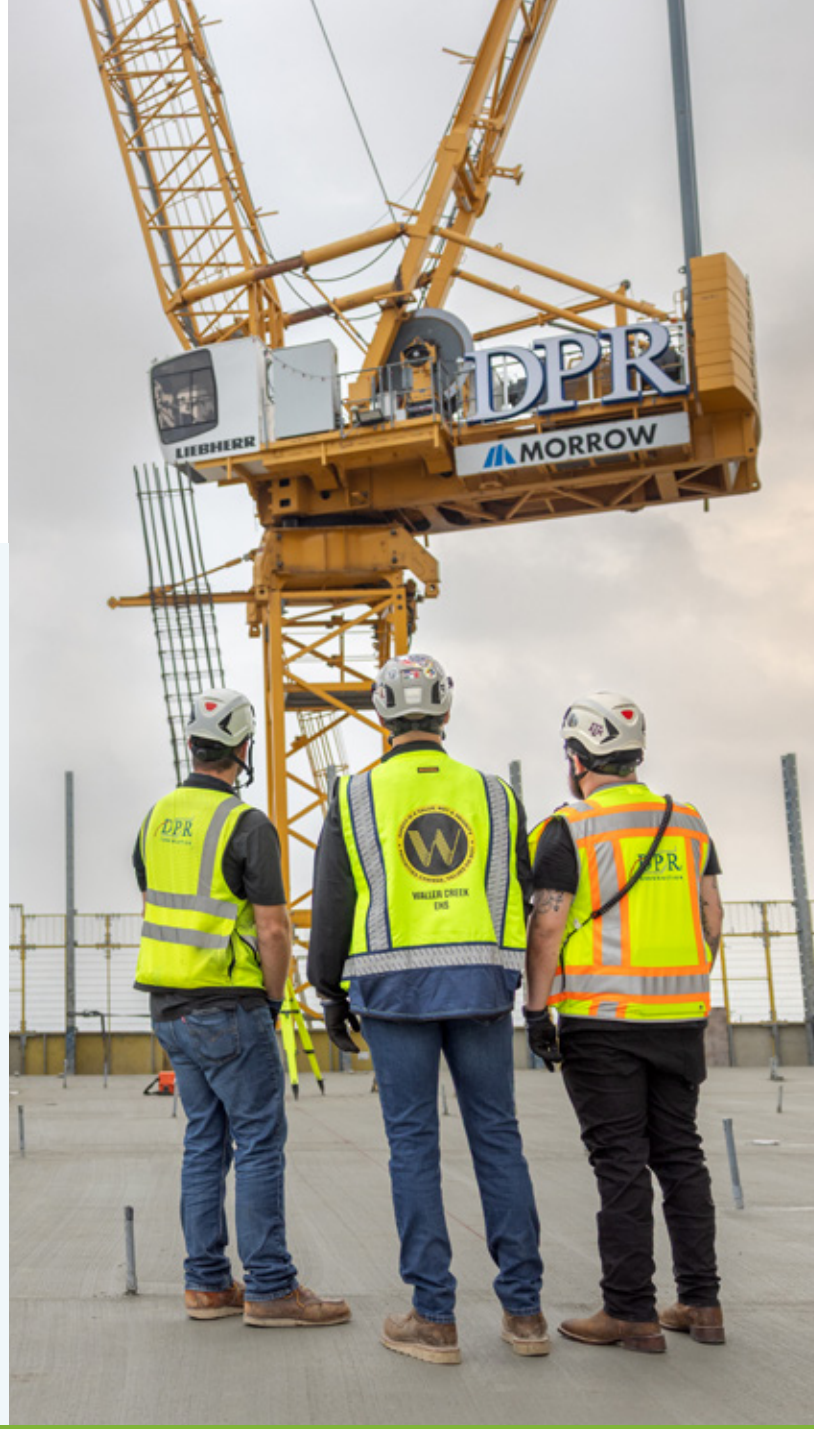
ELEVATING SHARED EXECUTION

We will continue aligning early and often with our partners to ensure expectations are clear from the outset. Consistent feedback, open communication and shared accountability will support stronger execution and allow challenges to be addressed before they impact performance. Partnership is built through daily collaboration and disciplined follow-through.

3

SUSTAINING LONG-TERM PARTNERSHIPS

We will prioritize long-term relationships that extend beyond a single project. By supporting supplier development, workforce pathways and local hiring, we aim to strengthen delivery while expanding economic opportunity in the communities where we build. Enduring partnerships reflect how we work and who we are.



PHILANTHROPY PILLAR

Building Possibility Through Long-Term Partnerships

Consistency defined our work in 2025. As many nonprofit partners faced funding instability and increased demand for services, our team stayed focused on long-term relationships and practical support. The priority was to remain integral and indispensable in the communities where we operate.



If you had to choose one word to sum up our team's efforts, what would it be? *Committed.* The focus remained on consistency and reliability. Our long-standing partnerships are centered on creating opportunities for under-resourced youth and that direction stayed steady even as conditions shifted.

When you think about the work this year, what stood out most? What stood out most was how teams showed up for partners. Across DPR's family of companies, volunteer participation increased and engagement deepened. Teams stepped in to support partners navigating heightened need and uncertainty.

What progress were you most proud of this year? Engagement expanded across regions and companies, reflecting continued momentum. We saw broader participation in volunteer efforts and stronger alignment across teams working in their local communities.

Where did philanthropic commitments translate into meaningful community impact? Impact comes from sustained involvement. In many regions, we are deeply integrated in the communities where we work and serve as part of our partners' extended teams. Ongoing engagement and dependable expertise helped organizations navigate a

challenging environment and continue serving their communities.

What is the one most important thing you want people to know about our Philanthropy work in 2025? Our approach is long-term. We stay engaged with our partners, especially when conditions are difficult. That consistency builds trust and allows us to contribute in practical, meaningful ways.

Thank you to Diane Shelton for her many years of service and the lasting impact she has made during her tenure at DPR. We wish her all the best as she transitions into her next chapter. Moving forward, we are pleased to welcome Stephanie Bormann as the Philanthropy Pillar Leader.

DIANE SHELTON
Philanthropy Pillar
Leader



STRATEGY & FOCUS

How We Show Up

Philanthropic work remained focused on long-term relationships and disciplined engagement that **builds possibilities for under-resourced community members**. Efforts concentrated on where sustained involvement could make the greatest difference for partners and communities.

This approach requires the same rigor and intentional decision-making applied elsewhere in the business, ensuring efforts remain aligned with partner needs, workforce access and community priorities.

Across regions and our family of companies, teams shared their skills and professional resources to strengthen and provide stability for communities during a year of heightened need. That steady involvement reinforced trust built over time and reflected our long-term presence in the communities where we operate.



Read the 2025 **“BY THE NUMBERS”** report for a deeper look at the key metrics achieved by our volunteer teams. »



By the Numbers

\$1.9M

VALUE OF Construction and Renovation Projects

122

RENOVATED non-profit facilities

\$2.5M

VALUE OF skills-based volunteer time*

49

ORGANIZATIONS SUPPORTED

25K

INSPIRED under-resourced youth

93%

VOLUNTEER HOURS pro-bono or skills-based

SKILLS-BASED PROGRAMS

Facility Construction & Renovation

Our annual support of community partners continued through skills-based volunteering focused on facility improvements they would not otherwise be able to undertake. Teams applied **construction expertise, labor and resources** in response to needs identified directly by partner organizations.

This work starts with listening. By working closely with partners to understand how their spaces are used, teams focus on improvements that are realistic, durable and appropriate for long-term operation. These projects are designed to strengthen facilities without creating additional cost, maintenance burden or complexity for the organizations they serve.



10K+

**VOLUNTEER
HOURS PRO-BONO**
(for all construction)



\$1.9M

OVERALL VALUE
of construction and
renovation projects



SPOTLIGHT

Boys & Girls Clubs in New Jersey

Our employees and volunteers continue to support Boys & Girls Clubs in New Jersey through **hands-on construction, workforce engagement, and long-term partnership**. Through its statewide network of 21 Clubs serving nearly 60,000 young people, Boys & Girls Clubs in New Jersey provide safe, supportive environments during critical out-of-school hours.

Since 2018, more than 120 team members have contributed time and expertise to projects across Garfield, Clifton, Newark, Northwest New Jersey, Union, and surrounding communities, helping strengthen the physical spaces that make high-quality youth programming possible.

In 2025, two projects expanded the Clubs' ability to serve youth in safe, functional spaces:

- **Boys & Girls Club of Pequannock:** A former storage area was converted into functional program space to better support before- and after-school activities.
- **Boys & Girls Club of Wayne:** One large room was reconfigured into two classrooms, increasing program capacity and allowing the Club to serve more youth each day.

The partnership extends beyond construction. Our teams engaged students through a Construction Career Day at the Boys & Girls Clubs of Hudson County, introducing 2nd and 3rd graders to careers in design and construction through hands-on activities.

In Monmouth County, team members met with 5th and 6th graders to discuss career pathways in the industry, including opportunities for women in construction, and helped build awareness of diverse and inclusive workforce opportunities at an early age.

Our commitment also includes leadership engagement and statewide strategic support. One of our employees serves on the Corporate Advisory Board for Boys & Girls Clubs in New Jersey, contributing industry insight to strengthen planning and impact across the network.

Separately, the DPR Foundation has provided nearly \$200,000 in grant funding since 2018 to support youth leadership and statewide initiatives, including a \$50,000 contribution in 2025.

Together, these efforts reflect our commitment to strengthening communities through construction expertise, youth development, workforce pathways and long-term community infrastructure across New Jersey.



We are proud to work alongside DPR Construction, and we deeply value their continued commitment to expanding opportunities for young people across New Jersey. Since 2018, DPR has applied its expertise as builders to transform Club spaces and expand career exposure opportunities while increasing access, strengthening capacity, and creating long-term opportunity for New Jersey's Club youth."

SUSAN HASPEL *State Director,
Boys & Girls Clubs in New Jersey*

SKILLS-BASED PROGRAMS

Education & Career

Preparing the next generation of builders is central to how we approach community engagement. Through Build Up and other skills-based programs, we connect students to **hands-on learning, mentorship and clear career pathways** within construction. These efforts support workforce readiness while creating meaningful access to opportunity for under-resourced youth.



BUILD UP HIGH SCHOOL INTERNSHIP IN 2025

DPR's signature education initiative is the Build Up High School Internship in construction management. High-achieving, STEM-curious interns from under-resourced backgrounds spend the summer working full-time on large projects, learning about the various professional roles and education pathways in construction.

By the Numbers

31

Build Up Interns
COMPLETED THE INTERNSHIP in 2025

75%

Plan to be
FIRST-GENERATION COLLEGE STUDENTS

41%

IDENTIFY AS FEMALE

22%

RETURNING as college interns



SKILLS-BASED PROGRAMS

Operational Support

In addition to hands-on construction support, we contribute operational and professional expertise to help nonprofit partners strengthen their internal capacity. Through direct engagement and board service, our leaders provide guidance in areas such as **strategic planning, workforce development, financial oversight, marketing and leadership coaching.**

By aligning our business expertise with partner needs, we help organizations operate more effectively and sustainably, enabling them to expand their impact in the communities we serve.



“(DPR) provided tools and insight for team building and helped staff understand their workstyles through the use of the Enneagram model. These workshops are valuable because we rarely get the opportunity to focus on topics outside of social work.”

SECOND STORY Reston, VA



DPR supports the operational capabilities of many of our nonprofit partners, including:



To learn more about how you can help these organizations, please click on the logos above.

THE DPR FOUNDATION

The DPR Foundation operates with its own governance and focus, complementing broader philanthropic efforts across the company. Founded in 2008 as a 501(c)(3) nonprofit, the Foundation supports organizations committed to building opportunities for under-resourced youth.

In 2025, the Foundation distributed **more than \$2 million in grants to 34 organizations nationwide**, an increase of more than 46 percent from the prior year. Nearly 40 percent of grant recipients have partnered with the Foundation for more than a decade, reflecting the emphasis on sustained relationships and long-term impact. Several organizations entered into multi-year funding commitments and an additional round of grants was scheduled for mid-year distribution.

Since its inception, the Foundation has provided \$16.1 million in unrestricted grants. Funding is directed toward organizations with a demonstrated ability to expand access, strengthen youth leadership development and create clear pathways to opportunity.

Beyond financial support, the Foundation's work aligns with DPR's broader community engagement efforts. Employees contribute skills-based volunteer time through facility improvements, construction career education and operational support, extending the impact of grant funding in the communities served.



By the Numbers

\$2M+

Worth of Grants
Distributed in 2025

34

Organizations
Funded Nationwide

46%

Increase in
Grantmaking
Year Over Year

~40%

of Partners have
Worked with the
Foundation for
more than a decade

\$16.1M

in Unrestricted Grants
Since Inception

PHILANTHROPY PILLAR: LOOKING AHEAD

Priorities for 2026 & Beyond

In 2026, we will continue prioritizing long-standing relationships with community partners to help them serve youth and families more effectively. By staying consistent in how we engage, especially during periods of funding uncertainty, we aim to remain a steady and trusted partner while supporting workforce access and community stability.

1

DEEPENING LONG-TERM PARTNERSHIPS

We will continue investing in community partners where sustained involvement creates measurable impact. Multi-year engagement, regular presence and shared accountability remain central to how we contribute our time, expertise and resources.

2

EXPANDING SKILLS-BASED ENGAGEMENT

Applying our construction and professional expertise where it creates lasting value will remain a priority. Facility improvements, operational support and hands-on engagement will align with partner-identified needs and long-term use, ensuring our involvement strengthens both physical space and organizational capacity.

3

BROADENING EMPLOYEE PARTICIPATION

We will expand opportunities for employees to engage in meaningful community work. Increased participation strengthens community impact, reinforces connection within our teams and deepens shared ownership of the work we do beyond our projects.



PLANET PILLAR

Embedding Sustainability into Delivery

In 2025, the team focused on embedding environmental considerations into delivery as expectations and project conditions evolved.



If you had to choose one word to sum up our team's efforts, what would it be? *Adaptive.* Much of the year was spent responding to changing conditions, including evolving regulatory requirements, growth in megaprojects and increasing customer expectations. The focus remained on enhancing how sustainability shows up in delivery.

When you think about the work this year, what stood out most? The integration of sustainability into project delivery, especially on large, complex work. We made progress embedding sustainable practices into contracts, delivery frameworks and project execution across projects of all sizes, including

mega-scale work where energy, water and materials decisions have significant impact.

What progress were you most proud of this year? Strengthening how sustainability is applied across projects and DPR's family of companies, so it is more consistent and practical. That included updates to contract language, alignment with our Best Builder Framework and stronger collaboration with design, prefabrication, self-perform and equipment teams to support sustainable practices.

Is there one proof point that environmental performance and business performance were aligned? Sustainability continued to rise as a key enabler for optimizing

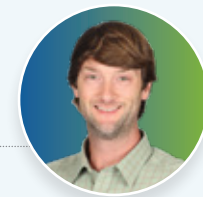
our family of companies to deliver projects with speed and precision. We built stronger data supporting prefabrication, virtual design, self-perform work and design to build as part of this work. That came to life on projects across the business, including several large-scale efforts where sustainability strategies supported both performance and efficiency. Examples included cost-effective equipment transitions, renewable diesel use and site-specific water strategies that reduced resource use while supporting schedule and delivery needs.

We also used our DBC panels that received an Environmental Product Declaration, the first of its kind in the industry. By incorporating life-cycle

analysis, we leveraged virtual designs and advanced design to build practices that support process improvements.

What is the one most important thing you want people to know about the Planet team's work in 2025? The focus was on making sustainability more practical and integrated. Environmental considerations were increasingly embedded into how projects are planned, staffed and executed across the business.

RYAN POOLE
Planet Pillar Leader



Path to Regeneration

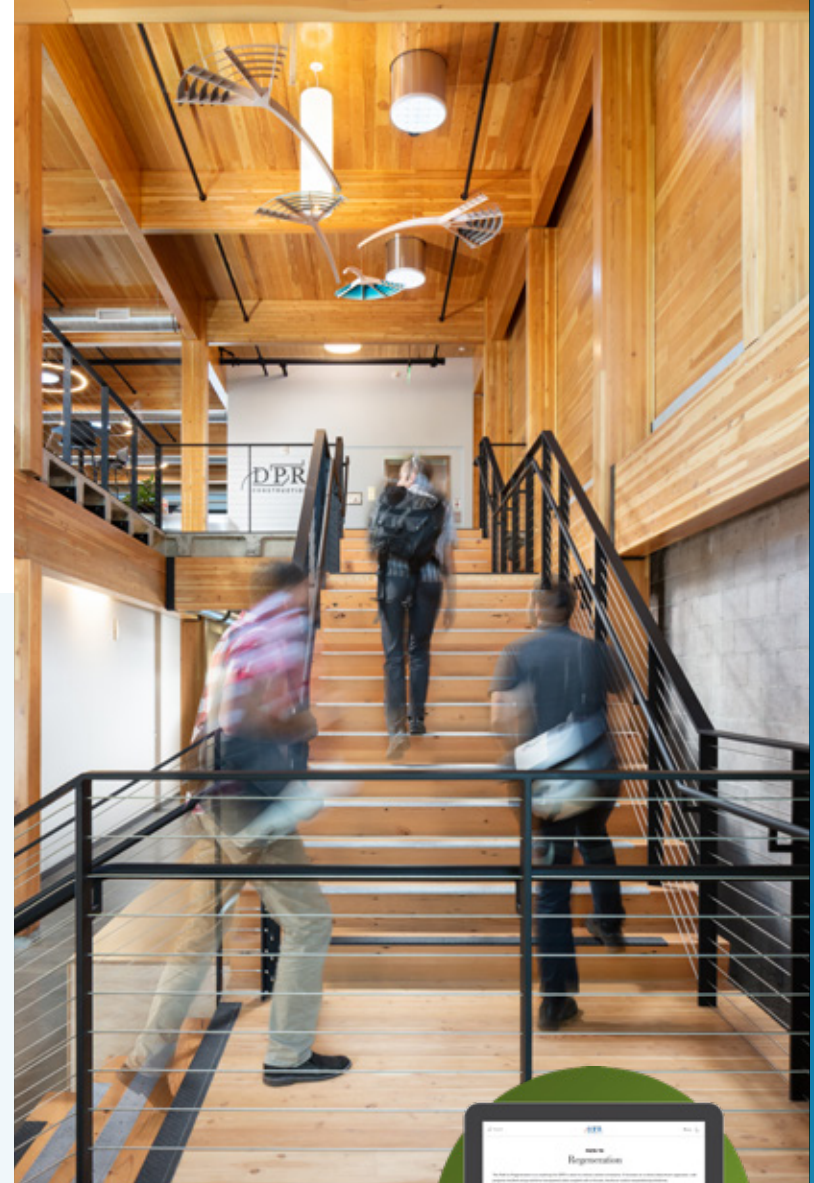
Our Path to Regeneration is the roadmap that guides how we reduce carbon emissions across our value chain, using a direct, data-driven approach and transparent tracking over time. Building on the progress we made last year, we continued strengthening the systems that help connect data across the business, from our offices and “living labs” to project delivery and operations.

Tracking is important because our 2030 goals require consistent measurement and follow-through, and it helps teams make informed decisions as expectations and conditions evolve. The updates that follow summarize progress in 2025 across a few key areas.

GREENHOUSE GAS EMISSION SUMMARY

SCOPE	TYPE	EMISSION
Scope 1	Total	7,241
	Fuel OVH	6,950
	Office Natural Gas	291
Scope 2	Total	1,239
	Office Electricity	1,239
Scope 3	Total	56,048
	Business Travel - Air	4,576
	Employee Commuting	19,337
	Project Fuel*	27,130
	Jobsite Waste*	3,950
	Office Waste	1,056
TOTAL		64,527

*Jobsite Waste and Project Fuel are newly reported categories that we are constantly working to expand data collection on. Our Scope 3 Reporting will continue to cover more categories in the coming years.



LEARN MORE
What does the Path to Regeneration look like for us in 2025?



WASTE

Path to Zero Waste

Reducing waste is one of the most direct ways we can lower environmental impact and improve how work gets done, from procurement and material handling through closeout. In 2025, we continued to focus on practical waste reduction and diversion strategies that teams can apply on projects and in our operations, supported by clearer tracking and more consistent practices.



ZERO WASTE IN ACTION:

In 2025, we continued to **work toward our 2030 ZERO WASTE goal**. We utilized the 10th annual San Diego Cornhole Classic event as a baseline, achieving an **89.4% diversion rate**. Building on those lessons, our Trade Partner Appreciation event in October achieved a **95.4% diversion rate** and diverted more than **290 pounds** of compost and recycling from the landfill.

Success was driven by following "Zero Waste" practices, including:

- Transitioning to reusable aluminum cups and requiring vendors to use bamboo utensils and compostable packaging.
- Deploying three-stream waste stations (landfill, compost and recycling) with custom, educational signage in high-traffic areas.
- Stationing volunteers at every bin to guide sorting and engage attendees on waste-stream integrity.

These events help build the habits and awareness needed to support zero waste practices more broadly across our business, including on jobsites where waste impacts are greatest.



CASE STUDY

San Diego OES SPW Warehouse

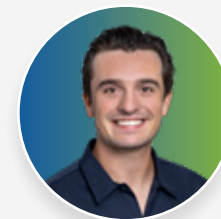
The OES SPW Warehouse in San Diego marked a meaningful step in our path toward zero waste operations. After tracking waste performance across 12 months of facility operations, the site achieved a **91% diversion rate**, meeting the threshold required to pursue **TRUE Zero Waste** certification. Once certified, it will be DPR's first operations, equipment and supply warehouse to achieve TRUE certification, extending zero waste principles into a core operational space.

The facility manages a complex mix of office activity, material storage, logistics and construction and demolition returns from projects across the region. The team designed an integrated approach focused on reduction, reuse and separation, supported by right-sized collection infrastructure, revised hauling contracts, pallet tracking and reuse programs, composting and steps to eliminate single-use materials. The warehouse also serves as a living laboratory for scaling consistent behaviors, using clear signage and ongoing education to reinforce practices for teams dropping off or picking up materials, equipment and supplies. We plan to apply these learnings to other projects across the company.



SPOTLIGHT: TRUE ZERO WASTE ADVISOR

As part of the OES SPW warehouse certification efforts, Eric Britz became a TRUE Advisor and is in the process of studying for his LEED AP.



ERIC BRITZ
SPW Project Engineer (and Environmental Advocate)

Why were you interested in becoming a TRUE Advisor?

It felt like the most practical step toward deepening my knowledge and actively contributing to a more sustainable, zero-waste culture, both within the construction industry and in everyday life. It gave me a framework to turn values into action and make a measurable impact.

What is something interesting that you learned during the process? A key “light bulb” moment was learning how TRUE prioritizes upstream waste prevention by evaluating workflows and addressing waste at its source. That proactive, systems-based mindset fundamentally changed how I think about zero-waste strategies.

What do you look forward to DPR improving in terms of its zero-waste culture next year? Strengthening a data-driven zero-waste culture through company events, jobsite education, and greater alignment with the waste management industry is both inspiring and where I'm eager to add value.



EQUIPMENT & FLEET

Reducing Emissions

On every project, we aim to reduce equipment-related emissions and minimize dust, noise and vibration. We use cleaner technologies, maintain equipment for efficient operation and implement controls to limit particulate matter and environmental nuisances, helping protect air quality, worker health and surrounding communities.

Beyond power generators, hybrid and electric options have become the default for many other pieces of equipment, including hybrid light towers, PV security towers and electric scissor lifts. These strategies reduce emissions and directly support our decarbonization goals.

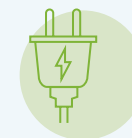
At one data center project in Louisiana, **hybrid generators** were adopted as the default solution for temporary power, replacing traditional diesel units and generating meaningful reductions in fuel consumption and carbon emissions. This led to:

81%

REDUCTION
in generator
run time

65%

REDUCTION
in diesel fuel
consumed



Our fleet has now fully converted to **hybrid-electric or electric** for all vehicles where those options are available within their class. For all vehicles that run on diesel due to no alternative in the market, we are utilizing renewable bio-fuel blends as often as possible.

We also continued expanding our EV program by introducing longer range models. We started providing mobile charging stations with each vehicle so our drivers are able to plug in at home or on the road. This has allowed the flexibility we need to provide onsite charging capabilities on projects where permanent grid or renewable power is provided.

We plan to continue understanding the best use cases and models that will provide our builders with the most innovative tools.

WATER

Reducing Consumption

DPR is committed to using water responsibly across our projects. We work to reduce potable water consumption, prevent pollution and protect surrounding habitats through proactive planning, efficient technologies and daily site practices that prioritize conservation and environmental protection.

In 2025, we expanded water conservation, reclamation and reuse strategies across major projects, reinforcing our commitment to responsible resource management. Monthly water audits, supported by project-level tracking tools, created a consistent feedback loop that helped teams refine practices and reduce consumption over time. We documented over **48 million gallons of fresh water saved** in the year.

On large projects, wheel-wash systems that recycle **more than 95%** of the water used are becoming standard practice, and our concrete washout reclamation systems collectively **saved hundreds of thousands of gallons of fresh water each month**.



ALABAMA DATA CENTER **WATER RECYCLING:**

To support dust control and reduce fresh water use, the Alabama data center deployed two Moby Dick (MobyONE 1000) tire wash units that recycle water as vehicles exit the site. This builds on lessons from prior pilots and reflects how we are applying the system more consistently on large projects.

HOW IT WORKED:

- The site supported a large workforce and high vehicle volume, making wheel washing a major water use area.
- Two automated tire wash units were used to remove dust and debris while recycling water within the system.
- The program tracked performance using cycle counts and water-use estimates, supported by routine monthly flush-and-fill maintenance.

RESULTS:

- For more than a year, **monthly water savings exceeded 1.3 million gallons**.
- **Water savings typically ranged from ~93% to 98%** compared to manual washing methods.
- Savings declined near the end of construction as vehicle counts changed and one unit was deactivated, while the remaining unit continued to deliver substantial savings.
- Over the reporting period, **total water saved was several million gallons**.

OFFICES

Healthy Buildings. High Performance.

At DPR, who we build is as important as what we build. Creating healthy workspaces is one way we live that belief. We are intentional about **shaping environments that support the well-being of our people** and allow them to do their best work.

From how we design and build our offices, jobsites, and prefabrication facilities to how we operate them day to day, we prioritize health as a core part of our culture. By investing in spaces that support our teams, we reinforce our commitment to respect the individual and change the world.

In 2025, we continued to advance this commitment through measurable actions and meaningful results.



WHAT
**HEALTHY
WORKSPACES**
SUPPORT:



CLEAN AIR AND SAFE WATER:

Reducing illness, absenteeism and health-related disruptions while supporting consistent performance.

LIGHT & CIRCADIAN HEALTH:

Enhancing focus, cognitive performance and overall productivity.

MOVEMENT, PHYSICAL COMFORT, & NOURISHMENT:

Improving energy levels, reducing fatigue, and supporting long-term workforce health and resilience.

THERMAL & ACOUSTIC

COMFORT: Minimizing distractions and enabling teams to work efficiently and collaboratively.

MIND & COMMUNITY:

Strengthening culture, retention, engagement and talent attraction in a competitive market.



02

**LOCATIONS
WELL Certified™
Platinum**



02

**LOCATIONS
WELL Certified™
Gold**



02

**LOCATIONS
WELL Certified™
Silver**



25

**LOCATIONS
achieved the WELL
Health-Safety seal**

OFFICES

Highlights

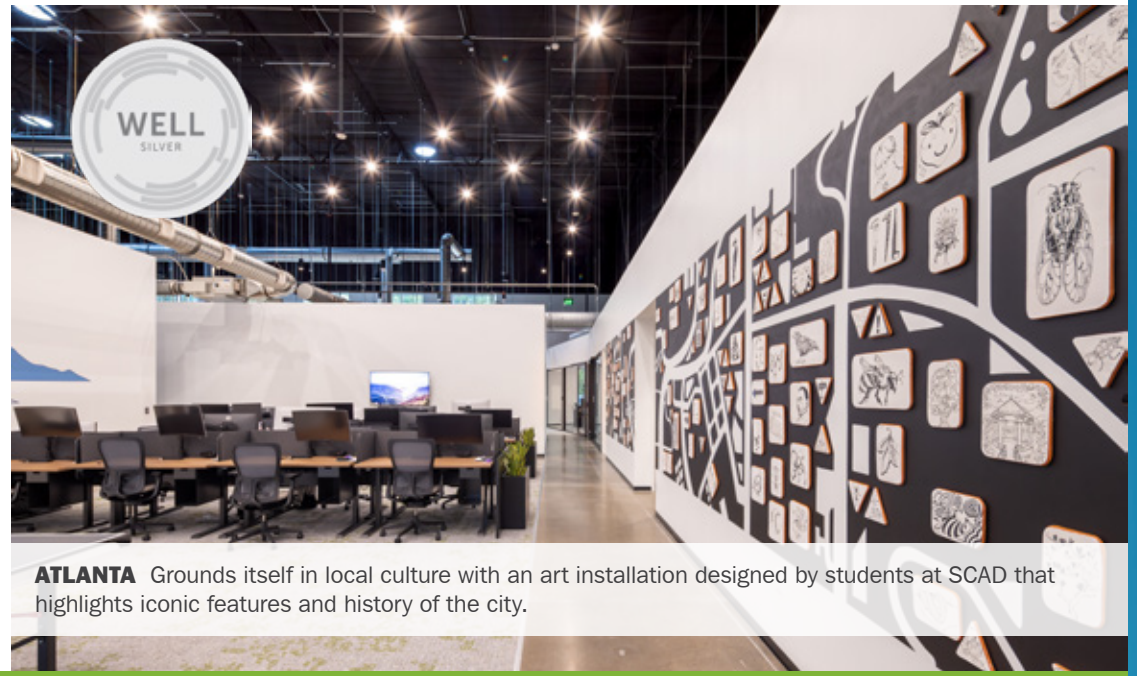
Our team reported a **2.5% increase** in self-perceived performance increase in a WELL Platinum workplace, equating to approximately **\$150,000** in annual productivity impact at that location.



NASHVILLE A ceiling drywall feature installed by our self-perform crews, known internally as The Clouds, helps dampen sound reverberating off the steel and concrete walls, supporting focus in an open office environment. Our team reported a 2.5% increase in self-perceived performance in a WELL Platinum workplace, equating to approximately \$150,000 in annual productivity impact.



BOSTON Leverages its views and access to daylight to create a continuous indoor-outdoor workspace.



ATLANTA Grounds itself in local culture with an art installation designed by students at SCAD that highlights iconic features and history of the city.

SELF-PERFORM CONCRETE

Low Carbon Across the U.S.

DPR’s self-perform concrete group advanced its decarbonization efforts in 2025 by installing low-carbon concrete on projects across the U.S.

The low-carbon concrete mixes used supplementary cementitious materials (SCMs) such as fly ash and slag. SCMs partially replace cement—the most carbon-intensive component of concrete—resulting in a mix that reduces embodied carbon while maintaining the performance characteristics required for structural work.

The volume installed in 2025 represents a notable increase over prior years, reflecting both rising owner demand and DPR’s commitment to integrating lower-carbon materials across self-perform operations. This progress also establishes a foundation for continued innovation in concrete mix design as material technologies and owner requirements advance.



7,150

CUBIC YARDS were placed at a life science project in Raleigh, NC utilizing SCMs and carbon capture & storage (CCS)



51,198

CUBIC YARDS were placed at a data center project in Aiken, SC utilizing SCMs



7,545

CUBIC YARDS were placed at a corporate office project in Santa Clara, CA utilizing SCMs, carbon capture & utilization (CCU), and carbon capture & storage (CCS)

Materials

DPR is committed to selecting and using products responsibly to reduce environmental impact. We prioritize materials with lower emissions, safer chemical profiles and verified sustainability attributes, ensuring that products are handled and installed in ways that protect people and the environment.

We have maintained our commitment to materials transparency through engagement as a MindfulMATERIALS community partner. Our teams continue to educate clients on evaluating materials for selection with the Common Materials Framework (CMF) as part of a more comprehensive approach to sustainable materials.

Looking ahead, we're advancing this commitment through innovation. Most notably, in 2025, Digital Building Components (DBC) invested in developing a new Part B Product Category Rule (PCR) to close a gap in the industry and provide a credible pathway for multi-material exterior wall assemblies to obtain Environmental Product Declarations (EPDs).

This effort has already resulted in first-of-their-kind product-specific EPDs for DBC's EIFS and MCM wall panel systems with an IMP system EPD expected in Q2 2026. By delivering the first quantifiable carbon data for prefabricated exterior wall panel assemblies, DBC is raising transparency and performance expectations for the entire industry. We are working to prioritize materials that provide these data through online databases that allow our internal teams and partners to search supply chains more efficiently and identify healthier materials.

DPR is committed to sourcing wood responsibly by prioritizing FSC-certified and other independently verified sustainable wood products across all permanently installed applications. We work closely with suppliers to ensure full Chain-of-Custody documentation and transparent sourcing practices that protect forests, support ethical forestry and meet our clients' sustainability expectations.



**HUMAN
HEALTH**



**CLIMATE
HEALTH**



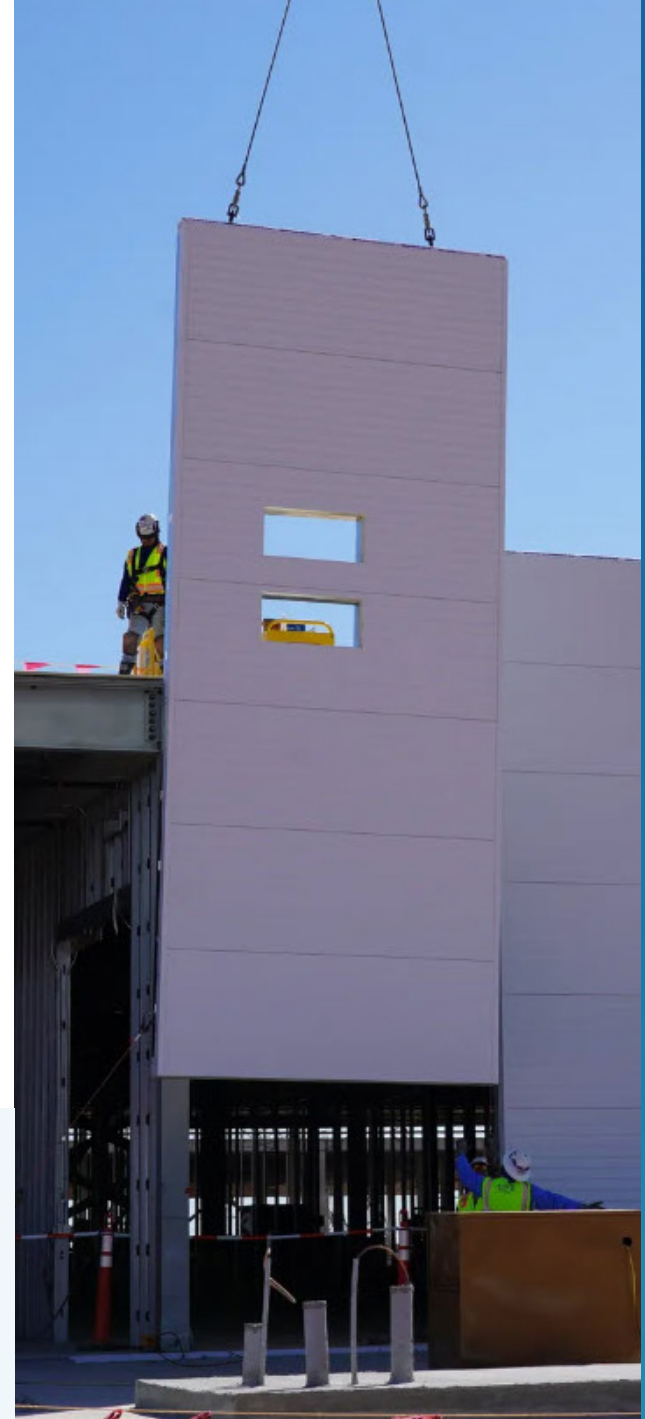
**ECOSYSTEM
HEALTH**



**SOCIAL HEALTH
& EQUITY**



**CIRCULAR
ECONOMY**



INFLUENCE

Industry Recognition & Thought Leadership

Industry participation and recognition help us stay connected to evolving expectations and emerging tools and help translate what we learn into practical action on projects.

At Autodesk University 2025 in Nashville, we joined the Sustainability Cohort to collaborate with peers on carbon-aware, data-driven design and construction. The cohort explored tools such as Forma, Revit 2025, and the Insight engine, plus the Sustainability Data API, which connects third-party environmental datasets into BIM workflows. Later in the year at Greenbuild, we led a session with Autodesk focused on how the industry can adopt these technologies to support more informed and sustainable project decisions. Discussions focused on how automation and AI can support better decisions across the project lifecycle.

2025 CROSS-INDUSTRY COLLABORATION:

- Autodesk WBCSD Working Group
- AGC Climate Working Group
- AXA XL Construction Climate Risk Report
- Greenbuild (session on AI in construction and enabling sustainability)
- Living Future
- Advancing Construction Decarbonization (panel on evolving regulatory compliance)
- iMasons Climate Accord
- USGBC-CA Greenbuilding Conference
- BMO Climate Event
- Mindful Materials
- Sustainable Construction Leaders
- USGBC AZ – Building Transformation Forum; Women in Green Breakfast
- USGBC SD & AIA Collaboration: Converge '25
- AIA Circularity



Programs like **EcoVadis** and **Contractors Commitment** help us stay accountable, benchmark progress, and identify opportunities to strengthen performance over time. They also reflect the behind-the-scenes work to strengthen governance, build better reporting systems, engage suppliers, and align with evolving customer expectations.

In 2025, in addition to the honors highlighted in Keeping Score, we were also recognized by:



CASE STUDY

Expanding Responsible Wood Sourcing at DPR's Silicon Valley Office

In our new Silicon Valley office, a core sustainability decision was how to responsibly source wood for the exposed mass timber structure. Rather than using only Forest Stewardship Council (FSC) certified wood, the team evaluated different supply models to find a solution that would best support ecological outcomes, public land stewardship and market competitiveness.

“We are deploying progressive approaches that both SmithGroup and DPR will implement on future projects, advancing the construction industry to continue being as sustainable as possible,” explains Stet Stanborn, Vice President and Director of Climate Impact, SmithGroup.

Rather than focusing on a certification label, the team emphasized transparent documentation, chain of custody and clear outcomes tied to forest health and public value. ■

In project planning meetings, team members from DPR Construction and Vaagen Timbers were inspired by the National Environmental Policy Act's (NEPA) stated framework: “Ultimately, of course, it is not better documents but better decisions that count. NEPA's purpose is not to generate paperwork, even excellent paperwork, but to foster excellent action. The NEPA process is intended to help public officials make decisions that are based on an understanding of environmental consequences and take actions that protect, restore, and enhance the environment.” (40 CFR 1500.1 (c))

The team earned LEED credit through a new pathway within the pilot credit Legal Wood, opening up new opportunities for future clients to expand their options for responsible wood sourcing.



“This isn't about just one project. This is about a holistic approach that actually meets the intent of what responsible sourcing is supposed to be. How do we make sustainability more accessible for everyone? Let's recognize the people's land, funded by the taxpayers, as sustainable lands and build it into the sustainable certification systems.”

MARSHALL ANDREWS
Northwest Sustainability
Leader, DPR Construction



ACCOUNTABILITY IN ACTION:

- 100% of wood was **legally sourced** from non-controversial U.S. Forest Service land.
- The wood met rigorous criteria for **traceability and environmental stewardship**.
- The sourcing model delivered **measurable ecosystem benefits** — including forest resilience and community access.

By the Numbers

\$5B

GREEN PROJECTS REVENUE in 2025 as reported to ENR

38.4%

OF OUR TOTAL REVENUE for 2025

358

ACTIVE GREEN PROJECTS in 2025

580

GREEN ACCREDITED Professionals



CLIMATE FINANCIAL RISK DISCLOSURE

In 2025, we completed our first climate-related physical risk assessment across our office locations to understand how changing conditions could affect delivery, cost, schedule, supply chain and long-term resilience. Using EarthScan modeling across major office locations and representative project contexts, we evaluated exposure to heat, wind, flooding, drought, extreme precipitation and wildfire under multiple emissions scenarios. Results indicate increasing physical risk, with wind presenting near-term operational considerations and heat stress emerging as a longer-term risk, including high combined risk ratings by 2030 in regions such as California, Phoenix/Mesa, Amsterdam and Seoul.

We are integrating these insights into preconstruction and risk planning, scheduling, design recommendations and crew safety protocols, while also strengthening supply chain resilience. Our experience also helps us support customers as climate risk disclosure expectations evolve, including California SB 261 and the Task Force on Climate-related Financial Disclosures (TCFD) framework.

REPRESENTATIVE PROJECTS

UCSD Hillcrest Campus Redevelopment

The UCSD Hillcrest project shows how sustainable design, responsible material selection and jobsite practices can support the university's mission of advancing healthcare, research and education while aligning with UCSD's sustainability goals.

The project sets a high standard for environmentally responsible campus development by:

- **Prioritizing material transparency and lower-carbon construction, including low-carbon concrete mixes** aligned with UCSD's cast-in-place concrete specifications and the use of Type 1L cement in the parking structure.
- **Emphasizing responsible sourcing and indoor environmental quality**, earning points for **sourcing of raw materials**—driven primarily by the ready-mix concrete and insulation packages—and achieving **maximum points for material ingredients and low-emitting materials** across six cost-based categories.
- **Reinforcing jobsite sustainability and occupant wellness through construction waste diversion**, a vegetable garden for trailer office staff and the craft workforce, and indoor air quality testing completed prior to occupancy in compliance with client and LEED requirements.



**Read more
about this
project here.**



BY THE NUMBERS:

- **104 products** with Environmental Product Declarations (EPDs) installed (vs. 40 products with EPDs required by LEED)
- **2 points** earned for Sourcing of Raw Materials
- Maximum points achieved for Material Ingredients and Low-Emitting Materials
- **72%** construction and demolition waste diversion rate
- **100%** VOC-compliant paints and coatings
- **90%** emissivity compliance by cost for flooring and ceilings
- **75%** emissivity compliance by volume for paints and coatings and by cost for walls, insulation and furniture
- Composite wood fully CARB compliant for low- or no-added formaldehyde

REPRESENTATIVE PROJECTS

Louisiana Data Center

The Louisiana data center shows how fuel, water and waste practices can be integrated into daily site operations to reduce environmental impact while maintaining productivity.

In 2025, the team advanced three efforts:

1. The team shifted fleet fueling to **R99 renewable diesel (HVO)**, with 100% of DPR GC and SPW equipment, excluding cranes, fueled with HVO.
2. At the concrete batch plant, the team operated a closed-loop washout water reclamation system that captured, treated, and reused water from concrete operations, reducing freshwater demand and preventing contaminated discharge, with **zero effluent-contaminated water discharged** from the batch plant.
3. The team also maintained **consistent waste separation** in office spaces to divert recyclable and compostable material from landfill.



BY THE NUMBERS:

- **98,000 gallons** of R99 renewable diesel (HVO) used in three months
- **~2 million pounds** CO₂ reduced
- **~540,000 gallons** of water saved and recycled over four months (concrete washout reclamation)
- **100+ cubic yards** of recyclable and compostable materials diverted monthly (office waste separation)



**HVO ADOPTION
(RENEWABLE DIESEL)**



**CONCRETE WASHOUT
WATER RECLAMATION**

REPRESENTATIVE PROJECTS

Jesse Unruh State Office Building

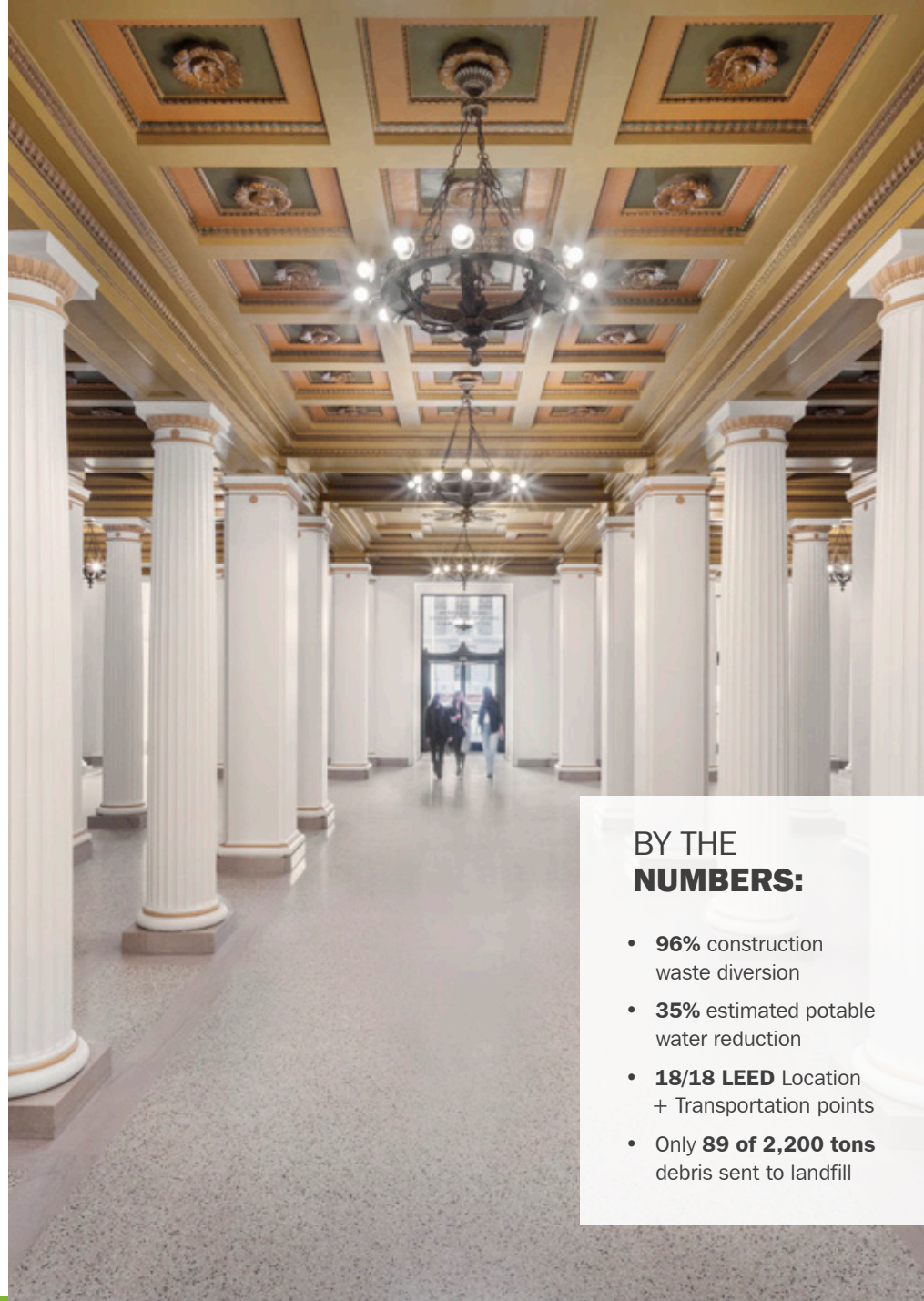
The Jesse Unruh Building Renovation in Sacramento, California, shows how historic preservation and high-performance building strategies can work together to support long-term environmental and community value. Listed on the National Register of Historic Places, the project was originally designed to meet Zero Net Energy and LEED Silver goals and is now tracking toward LEED Platinum, positioning it as a model for regenerative adaptive reuse.

The project sets a high standard for environmentally responsible renovation by:

- Extending the life of an important civic asset while preserving a historic building and supporting **lower operational emissions over time.**
- **Integrating modern, high-efficiency systems,** including full modernization of MEP systems, advanced lighting and controls, seismic and life-safety improvements, and **enhanced accessibility to improve comfort,** resilience and long-term performance.
- Advancing lower-impact construction practices through **strong waste diversion and early jobsite electrification,** including onsite EV charging for temporary construction parking and deployment of one of DPR's first all-electric pickups in a dense downtown setting.



Read more
about this
project here.



BY THE NUMBERS:

- **96%** construction waste diversion
- **35%** estimated potable water reduction
- **18/18 LEED** Location + Transportation points
- Only **89 of 2,200 tons** debris sent to landfill

PLANET PILLAR: LOOKING AHEAD

Priorities for 2026 & Beyond

As we look ahead, we will continue advancing sustainability by embedding it more deeply into how we plan and deliver work. Our focus remains practical and project-ready, with an emphasis on consistent application across the business and adaptability to project conditions.

1

EMBEDDING SUSTAINABILITY INTO DELIVERY

In 2026, we will continue integrating environmental considerations into how projects are planned and delivered. This includes applying sustainability through contracts, delivery frameworks and day-to-day project decisions across projects of all sizes, including large and complex work.

2

ADVANCING PRACTICAL CARBON AND ENERGY DECISIONS

We will build on the carbon and energy strategies strengthened this year through equipment choices, fuel transitions, and site-level energy planning. Our focus will remain on practical solutions that balance environmental performance with cost, schedule and constructability.

3

STRENGTHENING PERFORMANCE TRANSPARENCY

We will continue improving how environmental performance is documented and communicated, building on the expanded tracking and reporting systems strengthened this year. Our focus is on presenting clear, year-over-year progress across programs while maintaining the practical, project-level application that defines our approach.





2025 GSR Annual Report
DPR Construction

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