

20
21 Diversity, Equity & Inclusion
YEAR IN REVIEW



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Sellen's Purpose

Sellen's purpose is to improve the lives of those around us – as builders, partners, and neighbors.

We believe that our organization is made better when we reflect the full range of values, beliefs and culture of our employees, communities and clients.

Our North Star

People experience Sellen as an inclusive place to work, and the diversity of our region is represented in all areas of our company.

Kate Harkess

Chief People Officer



When Sellen celebrated its 75th anniversary at the end of 2019, we had an opportunity to reflect on the people, projects and partnerships that made us into the company we are today. At the same time, our leadership team began holding a series of conversations focused on charting a successful path for the next 75 years. We couldn't have known then just how transformative the next several years would be.

Since then, we collectively experienced a revitalized social justice movement, actively participated in long overdue conversations about systemic racism, and lived through a pandemic that further exposed deep divisions and inequities within our society. We kept the conversation going through it all and listened intently to the voices of our employees, our peers and our partners. Our executive team came together to write Sellen's Statement of Solidarity in 2020, committing to real, measurable action in the pursuit of equity and justice within our company and our community.

This experience cemented diversity, equity and inclusion (DEI) as foundational elements of Sellen's present and future success. This commitment to change and growth isn't just the right thing to do – it also makes us better builders and partners. A more diverse and inclusive workplace is one where all voices belong, and it's only through this diversity of thought that Sellen can be our very best. But good intentions only go so far, and even the best plans don't amount to much if they're collecting dust on a shelf. We partnered with Moving Beyond, a DEI consultant, to complete a holistic analysis of DEI at Sellen, detailing where we were, areas for improvement, and concrete steps we could take to achieve true organizational change.

We embarked upon this path nearly two years ago, and while we are nearer to the start than the finish, we are encouraged by the positive impact of our early efforts to create an organization where all employees belong. This DEI Report – which will be released annually going forward – details how we got here, the work we're doing today, and our commitment to continued growth in the months and years ahead.

The path to DEI requires deep introspection, honest conversation and a steadfast commitment to the work. It's our hope that sharing Sellen's journey will inspire others in our industry to embrace bold action in building more equitable and inclusive organizations. Our journey is far from over, but we are more committed than ever to continuing this important work.

A handwritten signature in black ink that reads "Kate".

Kate Harkess
Chief People Officer

What is DEI and Why is it Important

We are building Sellen for the next 75 years and see DEI as strategically important to our company’s future. We are fulfilling our purpose with an unequivocal commitment to diversity, equity, inclusion and belonging.

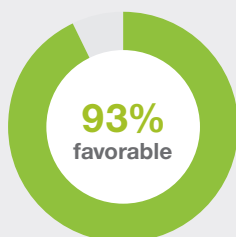
Over the past several years, our early efforts have made a positive impact in creating an organization where all employees belong.

Sellen’s 2021 Annual Survey Results

Sellen conducts an annual survey to ensure voices from around the company are heard. We analyze the results and put our coworkers’ ideas to work to make Sellen a better company.

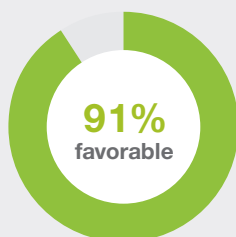
“It is important to invest in DEI and belonging because it is the right thing to do.”

(All Employees)



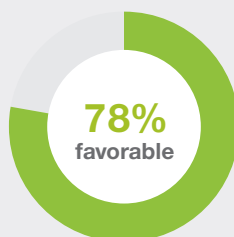
“It is important to invest in DEI and belonging in order to build on our culture in positive ways.”

(All Employees)



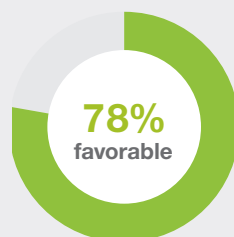
“Our work culture respects individuals and values people’s differences.”

(BIPOC Employees)



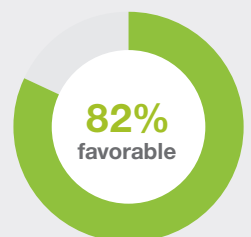
“Are you seeing positive changes at Sellen compared to the previous year?”

(BIPOC Employees)



“Sellen has an explicit commitment to diversity, equity and inclusion.”

(All Employees)





Four Pillars

After collecting survey results in 2020 and facilitating open discussions aimed at learning how historically underrepresented groups are experiencing Sellen, we identified four key pillars around which our DEI efforts are now structured.



LEADERSHIP + TALENT

Develop future-ready leaders who practice equity and inclusion across all people practices (hiring, coaching, team building and promoting, etc.). Grow a leadership team that reflects the diversity of who we are as a community. Build teams that represent and grow the diversity of talent in our industry.



CULTURE

See and integrate the values, beliefs, and behaviors of historically underestimated groups by continuously improving our policies and practices to increase access, engagement, and transparency.



ECONOMIC INCLUSION

Create opportunity, remove barriers, and develop shared success by investing in partnerships with historically underrepresented and underestimated groups in our industry and region.



INDUSTRY

Lead the industry in DEI and build shared commitments with peers and partners. Influence, innovate, and inspire peers, partners and clients to build a diverse, inclusive, and future-ready industry.

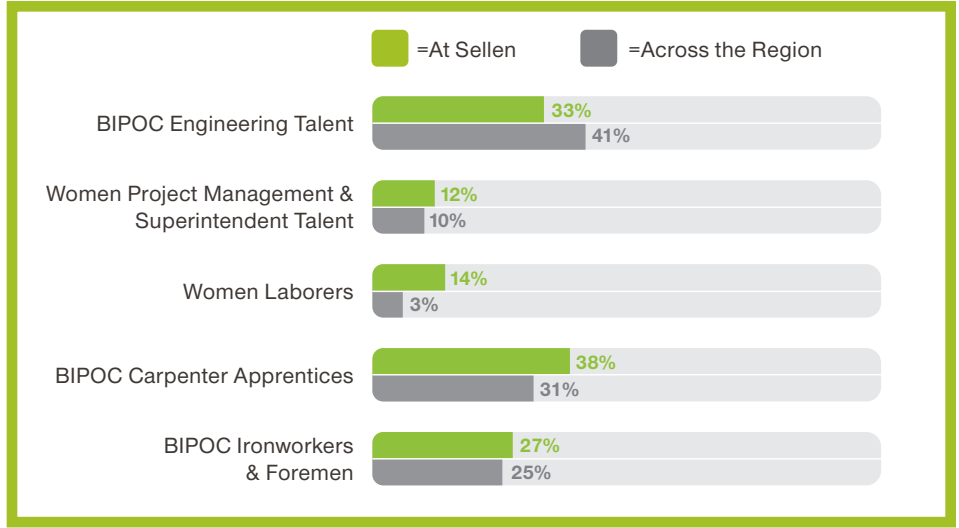
FOUR PILLARS

Leadership + Talent

2021 HIGHLIGHTS

CENSUS DATA & TALENT ANALYTICS INTEGRATION

Data from the 2020 census was integrated into Sellen’s analytics platform to inform recruiting and development opportunities. We now have a better understanding of the talent available in the region, and how the composition of each work group at Sellen compares. Additional talent data is featured on page 10.



MEASURES OF SUCCESS

Capture job candidate diversity data and build a diverse candidate pool for all leadership positions.

Five-year goal of increasing BIPOC representation in leaders and managers by 10% to match the diversity in our region.

Maintain Fair Pay certification and increase representation of BIPOC and women by 20% in Sellen’s higher earning jobs in five years.

ROAD MAP: 2022 - 2024

2022

DEI competency is integrated into all leadership roles. DEI competency is used in leader selection, evaluation, feedback, and learning.

2023

DEI is integrated into Sellen’s candidate selection process for all job openings and promotions. Leadership development and on-boarding programs include clear DEI practices, behaviors, and resources.

2024

Build and sustain a robust pipeline of talent representing Sellen’s communities and clients. Sellen’s diversity reflects the diversity of construction talent in our region.

FOUR PILLARS Culture

2021 HIGHLIGHTS

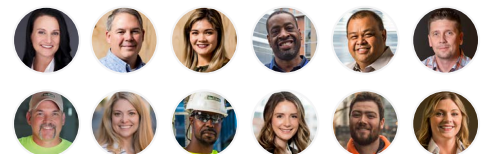
THIRD-PARTY PAY EQUITY CERTIFICATION

Sellen was the first general contractor to receive the Fair Pay Workplace (FPW) certification, a program that ensures employees are paid equitably across gender and racial lines. FPW is a nonprofit organization working to dismantle pay disparities based on gender and race. By allowing a neutral third party to scrutinize our pay practices, we were able to receive an objective analysis and confirm that there were no pay gaps based on gender or race at Sellen.



DEI COUNCIL ESTABLISHED

A group of employees serve to activate and guide DEI work at Sellen. The group meets regularly to discuss new and existing DEI initiatives and how they can be implemented across the company.



MEASURES OF SUCCESS

Includes DEI metrics in CEO performance evaluation.

Two business processes are improved through an equity lens and DEI Council review.

Survey feedback from women and BIPOC employees shows that leaders are effective in leading a diverse workforce and identifies DEI learning and development opportunities.

Three-year goal to achieve 100% completion of DEI learning by all assigned non-trades workforce.

ROAD MAP: 2022 - 2024

2022

DEI learning programs drive core organizational outcomes.

Survey feedback on DEI is used to improve organizational practices.



2023

All department work plans include steps to put DEI into operational practices.



2024

Implement learning practices that build a culture where all employees feel valued and seen.

FOUR PILLARS

Economic Inclusion

2021 HIGHLIGHTS

DIVERSE SUBCONTRACTOR PARTNERSHIPS

As part of our commitment to fostering DEI in the construction industry, Sellen has an annual goal to partner with diverse-owned businesses on at least 10% of construction costs. We achieved 13% in 2021, during which we partnered with 139 firms owned by minorities, women, veterans, and other historically underrepresented groups in the construction industry.

PARTNERED
WITH
139
DIVERSE-
OWNED
FIRMS

INDUSTRY PARTNERSHIPS

Sellen entered into a new partnership with Black Business Warehouse, a local organization that helps connect Black-owned businesses with general contractors and other firms in a variety of industries.



MEASURES OF SUCCESS

35% of all invitations to bid on construction subcontracts are to diverse subcontractors.

20% of subcontracts for construction work are executed with a diverse subcontractor.

10% of subcontracted construction costs are spent with diverse businesses, and one new-to-Sellen diverse subcontractor is engaged on every project.

ROAD MAP: 2022 - 2024

2022

Improve the experience of historically underrepresented vendors and subcontractors.



2023

Tailor subcontractor resources to address different needs for women, BIPOC, and others in the community of historically underrepresented vendors and subcontractors.



2024

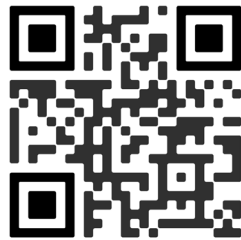
Elevate diverse subcontractor goals that differ for women-owned and BIPOC-owned vendors and subcontractors.

FOUR PILLARS Industry

2021 HIGHLIGHTS

LOWERING BARRIERS TO THE INDUSTRY

Sellen led a partnership with 55 subcontractors to raise funds for ANEW, a pre-apprenticeship program that prepares people for a career in the construction trades. The fundraising campaign supported ANEW Cohort 114, a group of 20 women taking a 12-week training course.



Scan to learn more about ANEW Cohort 114



MEASURES OF SUCCESS

Continue diverse scholarship fund, providing \$30,000 across three in-state colleges.

Lead the Puget Sound construction industry in diversity-focused giving.

Increase participation in subcontractor giving campaign and achieve 110% of 2021 fundraising.

ROAD MAP: 2022 - 2024

2022

Communicate Sellen's commitment to DEI and outline our vision and goals for the next three years



2023

Support industry partners in their DEI journey by extending learning opportunities and resources.



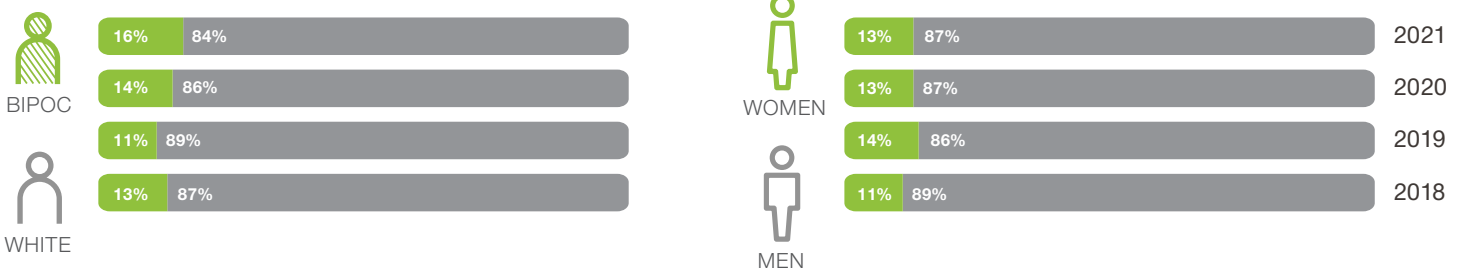
2024

Establish regional DEI benchmarks through convening and collaborating with peers.

DEI Metrics at Sellen

Leadership Representation at Sellen

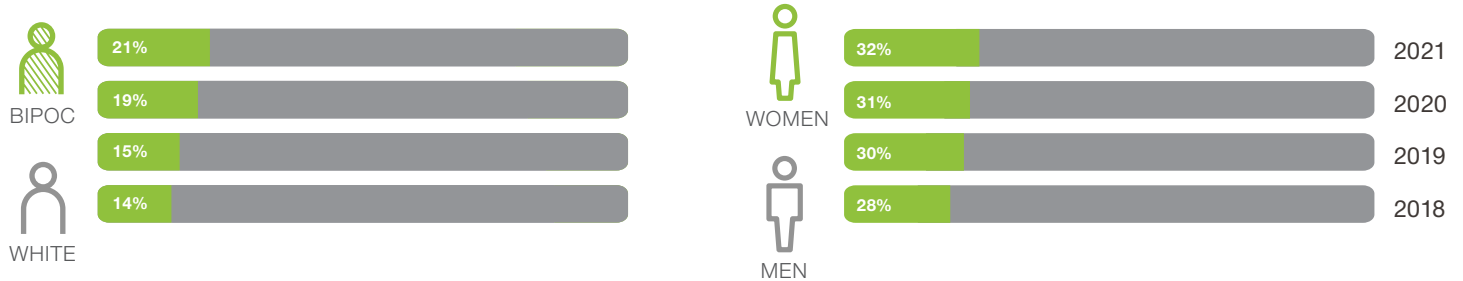
ANNUAL TREND



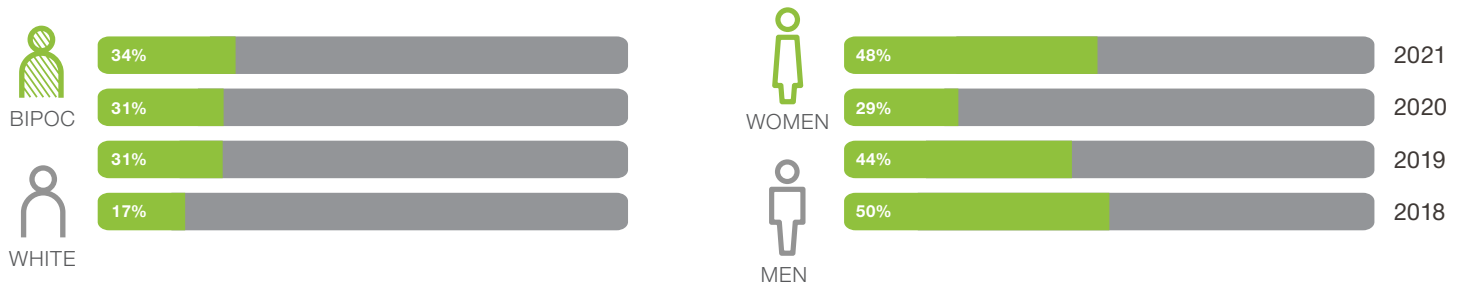
Hiring by Race & Gender at Sellen

NON-UNION & ASSOCIATE ROLE ANNUAL TREND

All Sellen



New Hires



Opportunity Gap at Sellen

Sellen is a Fair Pay certified employer, and we are proud of the pay equity we have achieved within our company. We have achieved pay parity for gender and race within similar positions, and we recognize that significant work remains in the years to come.

The “opportunity gap” refers to the need to increase the representation of women and BIPOC employees in higher paying roles. When we achieve greater diversity in our higher paying jobs, we begin to close the opportunity gap. At Sellen, closing this opportunity gap will be done through recruiting efforts and leadership development.

CURRENT QUARTILE EARNINGS



/// What's Next ///

2022 & BEYOND

- ▶ DEI Learning within Sellen and a joint DEI learning pilot with a Sellen project team and on-site subcontractor are now underway.
- ▶ Sellen’s professional workplace policy and accompanying learning was rewritten through a DEI lens.
- ▶ Sellen’s interview and candidate selection process will be elevated using DEI practices.



[sellen.com](https://www.sellen.com)



Building With Purpose Since 1944

CONTACT US:

Feel free to contact us if you're interested in partnering with us to help further our impact.

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