

20
22 Diversity, Equity & Inclusion
YEAR IN REVIEW

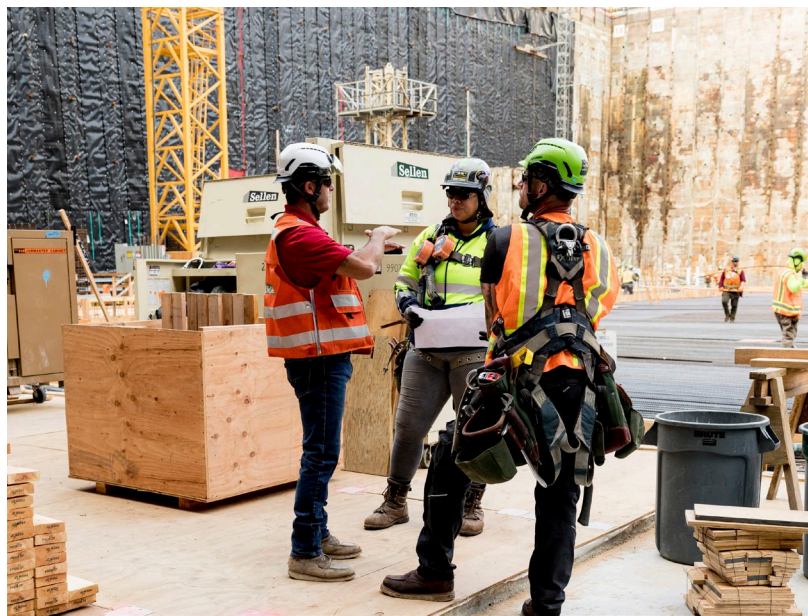


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Sellen’s Purpose

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.

Message from Kate Harkess

Chief People Officer



The construction industry is often associated with tower cranes, excavators, and jackhammers, but at its core, this is a people business. Every job site you see is the result of incredible teamwork among craftspeople, engineers, architects, project managers, safety coordinators, estimators, accountants, and countless others working together to bring a building to life. How we show up for the people around us matters and directly impacts what we can accomplish together. As we practice servant leadership, we can build deeper trust and have more honest conversations about inclusion and belonging.

Sellen is several years into our commitment to integrate diversity, equity, and inclusion (DEI) in all that we do. In our inaugural DEI Report last year, we shared our Four Pillars — the framework within which all DEI efforts at Sellen are structured. Over the past year, we provided hands-on DEI training for employees throughout the company and facilitated open conversations about how race, gender, and social inequity shape the way people experience Sellen and the construction industry as a whole. It is our hope that these discussions are the first step in providing our people with the tools they need to be DEI champions at work, at home, and in their communities.

Building an inclusive culture is a daily practice, and this report features work led by many people across our great company. Together, we created a DEI resource hub for employees; deepened our partnerships with diverse-owned subcontractors and suppliers; increased access for reporting concerns at work; and supported organizations working to remove barriers to entry in our industry and build a more diverse construction workforce.

The very nature of this work means that it will never truly be finished, and achieving meaningful progress requires intentionally engaging people from all areas of our company and throughout our network of clients, architects, subcontractors, and colleagues. Thank you to everyone who has helped us move the needle in building a more diverse, equitable, and inclusive construction industry.

A handwritten signature in black ink that reads "Kate". The signature is fluid and cursive, with a large initial 'K'.

Kate Harkess
Chief People Officer

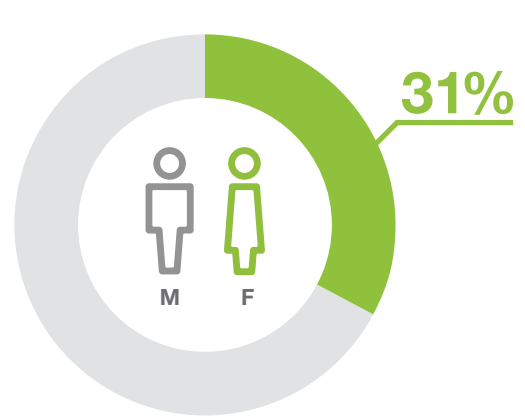
DEI Representation at Sellen

Non-Trades Employees

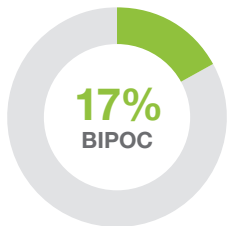
RACE



GENDER



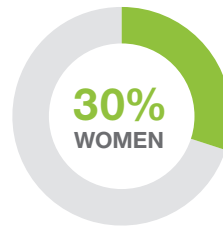
2018 - 2021 SELLEN AVERAGE



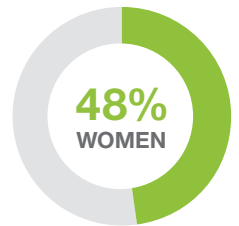
NEW HIRES IN 2022



2018 - 2021 SELLEN AVERAGE



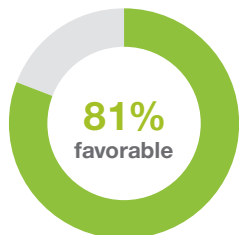
NEW HIRES IN 2022



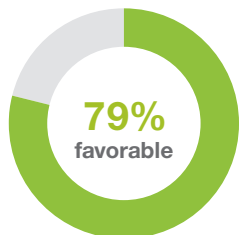
Sellen's 2022 Annual Survey Results

Sellen conducts an annual survey to measure how employees feel about the direction of the company. The results from the survey highlight where we are performing well and where we can make meaningful changes.

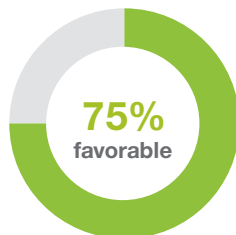
RESULTS FROM BIPOC* EMPLOYEES



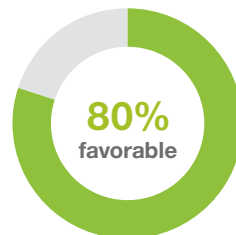
"Have you seen a positive change at Sellen over the past year?"



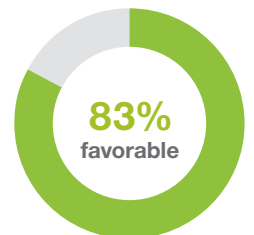
"Sellen's top leaders emphasize the importance of DEI."



"If I raised a concern about people being treated unfairly, Sellen would do what is right."



"My supervisor does a good job of managing people with diverse backgrounds."



"Sellen's executive leadership values people above all else."

*BIPOC: BLACK, INDIGENOUS, AND PEOPLE OF COLOR

The Four Pillars

At Sellen, our commitment to DEI is an opportunity to put servant leadership into action — consistently and in service to our colleagues and partners. Our DEI efforts are structured around the four key pillars featured below.



LEADERSHIP + TALENT

Develop leaders who practice equity and inclusion across all people practices, including hiring, coaching, team building, and promotions. Build teams that represent and grow the diversity of talent in our industry.



CULTURE

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



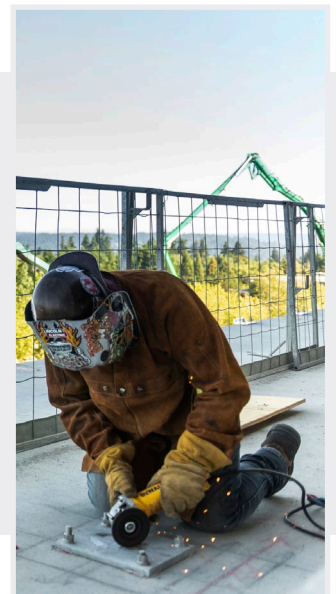
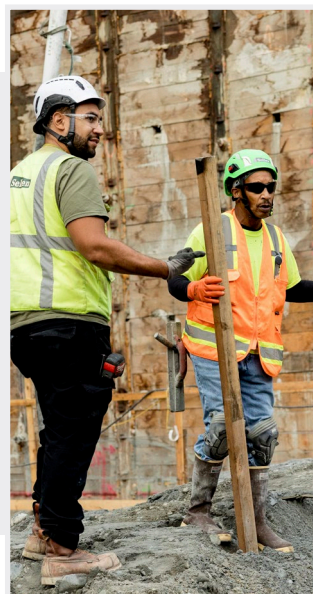
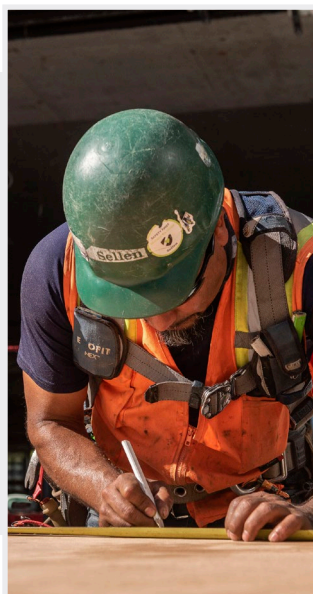
ECONOMIC INCLUSION

Create opportunities, 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.



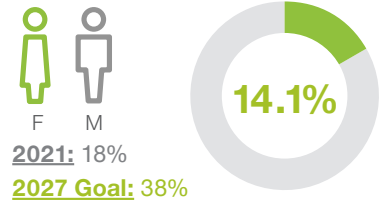


Leadership + Talent

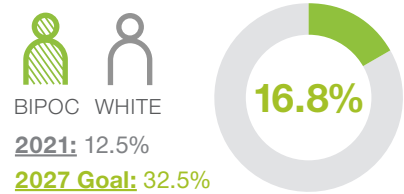
2022 HIGHLIGHTS

- **Creating a More Diverse Talent Pool:** Building diverse teams is possible when we broaden how and where we look for talent. In 2022, Sellen began posting open positions across more platforms; coordinated with a broader network of colleges and universities to advertise internship opportunities; and increased the support we provide for interns not located in the Seattle area.
- **Closing the Opportunity Gap:** Sellen was the first general contractor in the country to receive Fair Pay Workplace certification, a third-party pay equity program. We are transparent with the work that remains to address the “opportunity gap,” which closes as women and BIPOC employees are better represented in Sellen’s higher paying roles. Our efforts to recruit, develop, and retain leaders from all backgrounds is key to increasing the diversity found in Sellen’s higher paying roles.

Top 50% of Earners by Gender in 2022



Top 50% of Earners by Race in 2022



MEASURES OF SUCCESS

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

Five-year goal to increase BIPOC representation in leaders and managers by 10% to match regional diversity.

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

ROAD MAP: 2023–2025

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.

2025

Employer of choice for diverse construction talent in the region.

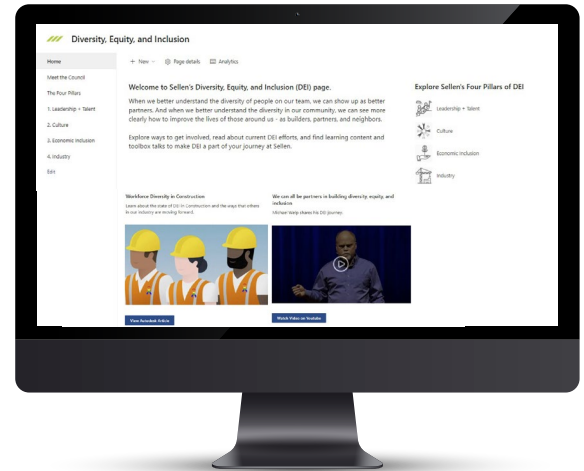
Known as a leader in hiring diversity and as a place where diverse talent can grow and develop.



Culture

2022 HIGHLIGHTS

- **A Central Hub for DEI Info:** Sellen's DEI Council – a group of employees who serve to activate and guide DEI work throughout the company – launched a new, internal DEI resource hub on Sellen's intranet platform. The page includes the latest DEI resources and best practices in one central location, and it is updated continuously throughout the year.
- **Learning to Advance DEI:** Providing our team with hands-on DEI training is central to strengthening our culture. More than 110 employees have completed at least one phase of DEI learning at Sellen. This program includes a multi-week curriculum and guided conversations with small cohorts of field and office employees.



MEASURES OF SUCCESS

Improve two business processes 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: 2023–2025

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.



2025

Develop project team learning curriculum for DEI.
Provide teams with a startup kit that includes modules for team development focused on building inclusion.



Economic Inclusion

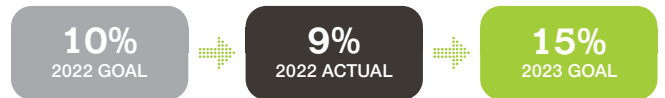
2022 HIGHLIGHTS

→ **Bid Distribution Study:** Sellen solicited 3,720 bids to subcontractors in 2022. We found that 812 bids went to diverse-owned firms, totaling more than 21% of the bids we solicited for the year. Our goal is to distribute 35% of our invitations to bid to diverse-owned subcontractors, and we are making excellent progress each year.

→ **Diverse Subcontractor Partnerships:** In 2022, Sellen partnered with diverse-owned firms for 9% of subcontracted construction costs. While this number fell short of our 10% goal, we are more committed than ever to increasing the involvement of diverse-owned subcontractors and suppliers, and we have raised our goal for 2023 to 15%.



Volume of Subcontracted Construction Costs Awarded to Diverse-Owned Partners



MEASURES OF SUCCESS

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

20% of the subcontractors and suppliers we partner with on projects are diverse-owned.

15% of subcontracted construction costs are spent with diverse-owned businesses, and one new-to-Sellen diverse-owned partner is engaged on each project.

ROAD MAP: 2023–2025

2023

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



2024

Create and maintain a program with our large, non-diverse subcontractor partners to encourage second-tier diverse procurement tracking.



2025

Deepen relationships, increase visibility to opportunities, continue to expand outreach to the diverse-owned subcontractor community.



Industry

2022 HIGHLIGHTS

- **Industry Group Sponsorships:** Sellen committed more than \$50,000 to local industry groups working to foster a more diverse construction industry. Recipients include the Seattle Latino Chamber of Commerce, NW Mountain Minority Supplier Diversity Council, the National Association of Women in Construction’s Puget Sound Chapter, and more.
- **2022 ANEW Campaign:** Sellen and Sellen Community Foundation led a fundraising campaign with our subcontractors to raise funds for ANEW, a local nonprofit dedicated to helping women and people of color prepare for long, successful careers in the trades. In 2022, 78 subcontractors participated in the campaign to raise \$116,300 for ANEW.

The 2023 ANEW fundraising campaign is now underway, and our goal is to raise \$125,000. [Click here to donate or learn more about Sellen Community Foundation’s Pre-apprenticeship Support Fund.](#)



MEASURES OF SUCCESS

Continue diverse scholarship fund, providing \$50,000 to students at Washington universities and colleges.

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

Increase participation in subcontractor ANEW giving campaign and achieve 110% of 2022 fundraising.

ROAD MAP: 2023–2025

2023

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

Share our success stories and best practices with peers in the industry.



2024

Establish regional DEI benchmarks through convening and collaborating with peers.

Continue to establish Sellen as a leader in the Pacific Northwest.



2025

Continue to build a future-ready workforce from a diverse pool of talented candidates in alignment with projected demographic changes in the industry.

Additional Highlights

Evaluating Subcontractor and Supplier Diversity Programs

- Sellen piloted a new subcontractor evaluation tool for the in-progress Seattle Storm Center for Basketball Performance project. Sellen's team asked subcontractor partners to complete a questionnaire detailing how their firms align with our Four Pillars of DEI. These questionnaires helped Sellen engage with subcontractors — including those that are not diverse-owned firms — to understand where they are in their DEI journey and how they are working to build a more diverse and inclusive construction industry.
- The Center for Basketball Performance is currently on track to surpass 40% diverse-owned subcontractor participation. [Read more about the team of women leading the Seattle Storm Center for Basketball Performance project in the most recent issue of Sellen's *Craft* magazine.](#)

CORE PLUS Construction

- The construction industry talent of the future will be more diverse than it is today, and our outreach efforts reflect that changing reality. To create a more diverse industry, we must increase awareness of the many career opportunities available in our field. **CORE PLUS Construction (CPC)** is a program created by the AGC of Washington Education Foundation for high school students in Washington. In this program, students explore careers in the trades in an active, team-based learning environment. CPC students receive high school credits in math, science, language arts, and career and technical education.

Sellen has served CPC in an advisory role and Sellen Community Foundation provides annual philanthropic support to the program. [Learn more about CORE Plus Construction and the opportunities it offers for students, families, and the construction industry as a whole.](#)





/// What's Next ///

2023 & BEYOND

- ▶ Sellen's Accident Prevention Plan — the standard safety document for all projects — will be analyzed through a DEI lens and updated accordingly.
- ▶ We will prepare to design and implement a second-tier diverse subcontractor and supplier program.
- ▶ Our teams will continue to implement best practices for interviewing, hiring, and retaining diverse construction industry talent to ensure our company reflects the diversity of the Puget Sound community.



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



Building With Purpose Since 1944

CONTACT US:

Contact us if you're interested in partnering with us to help further our DEI work in the industry.

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