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Diversity, Equity & Inclusion
YEAR IN REVIEW

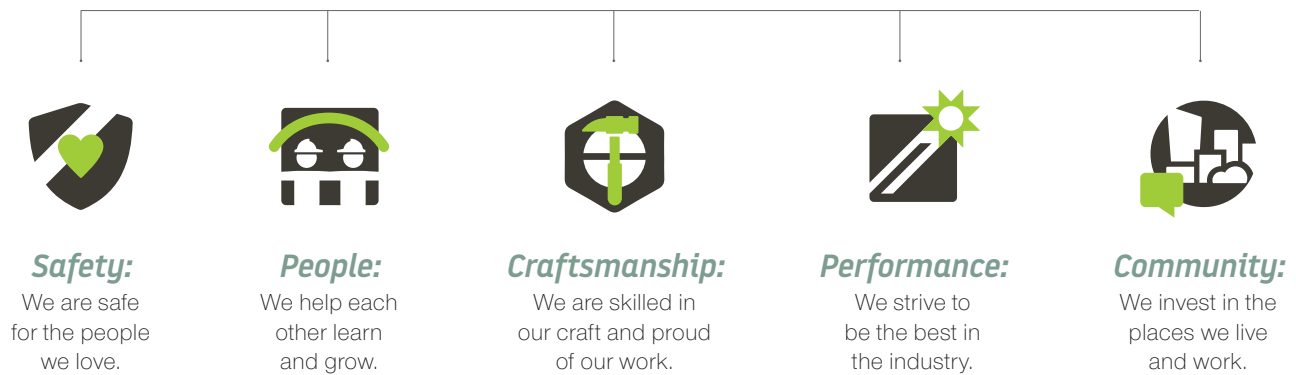


LEADERSHIP + TALENT / CULTURE / ECONOMIC INCLUSION / INDUSTRY

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Our Core Values:



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 national discussion around diversity, equity, and inclusion (DEI) has changed a great deal over the past year, but Sellen remains unwavering in our belief that this work — and our continued investment in it — is vital to the well-being of our company, our industry, and our community. As the largest locally-owned builder in the Puget Sound region, we are committed to remaining at the forefront of driving positive change in our industry.

While the pace of change can feel glacial at times, we continue to achieve meaningful progress at Sellen. DEI conversations within the company are increasingly leader-led, and more inclusive practices are being integrated throughout all of our daily processes. We have also provided the training and resources needed for people throughout Sellen to engage in open, honest, and occasionally challenging conversations about inclusion within our company and the broader industry. Beyond our organization, we continue to support local organizations working to forge new, more inclusive pathways into our industry for the next generation of craftspeople. The DEI conversation continues to thrive and evolve in all corners of the company, and we are excited to see where it goes from here.

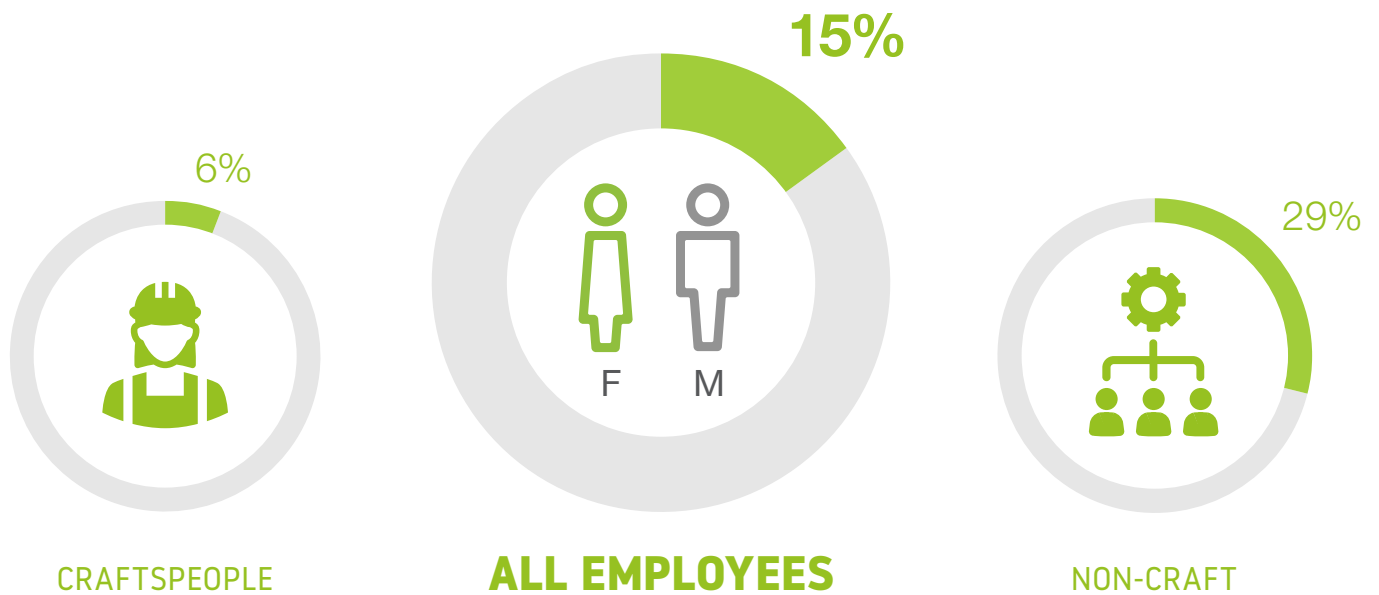
This report provides an update on how we have continued down this path over the last year, a snapshot of where we are today, and the progress we hope to achieve in the years to come. Now, more than ever, it is vital that we maintain our commitment to build a more diverse and inclusive construction workforce. Together, we can move the needle and foster meaningful change within our industry and our community.

Kate Harkess
Chief People Officer

Metrics at Sellen

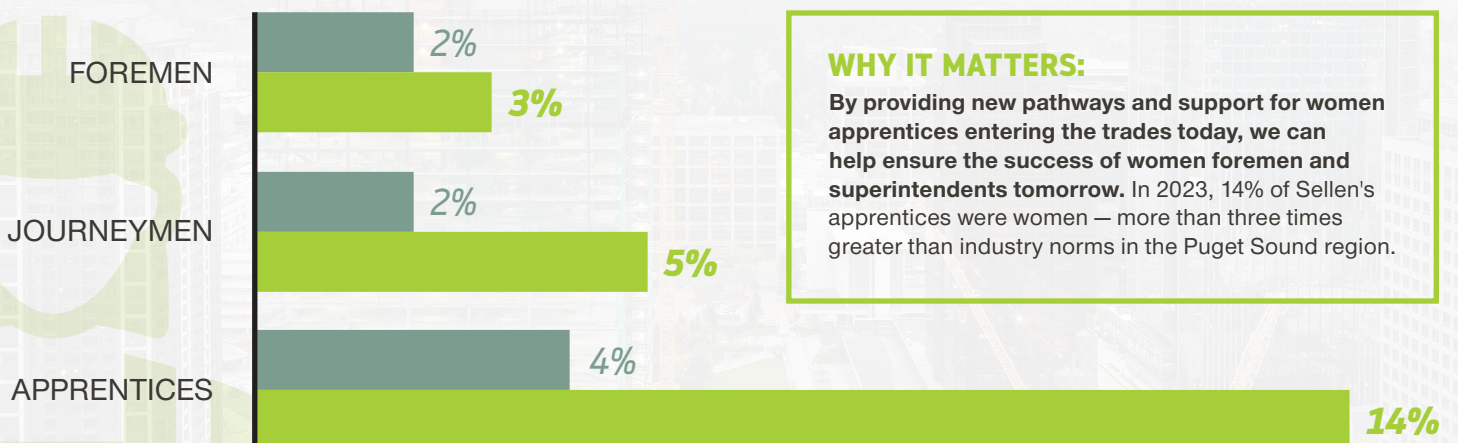
By understanding how the diversity of our workforce differs from that of the regional talent pool, we can identify opportunities for outreach and engagement with prospective job candidates. We do not make hiring decisions on the basis of race or gender. We improve career pathways for people and fully engage with our region's diverse talent pool.

Representation by Gender



Women in the Trades

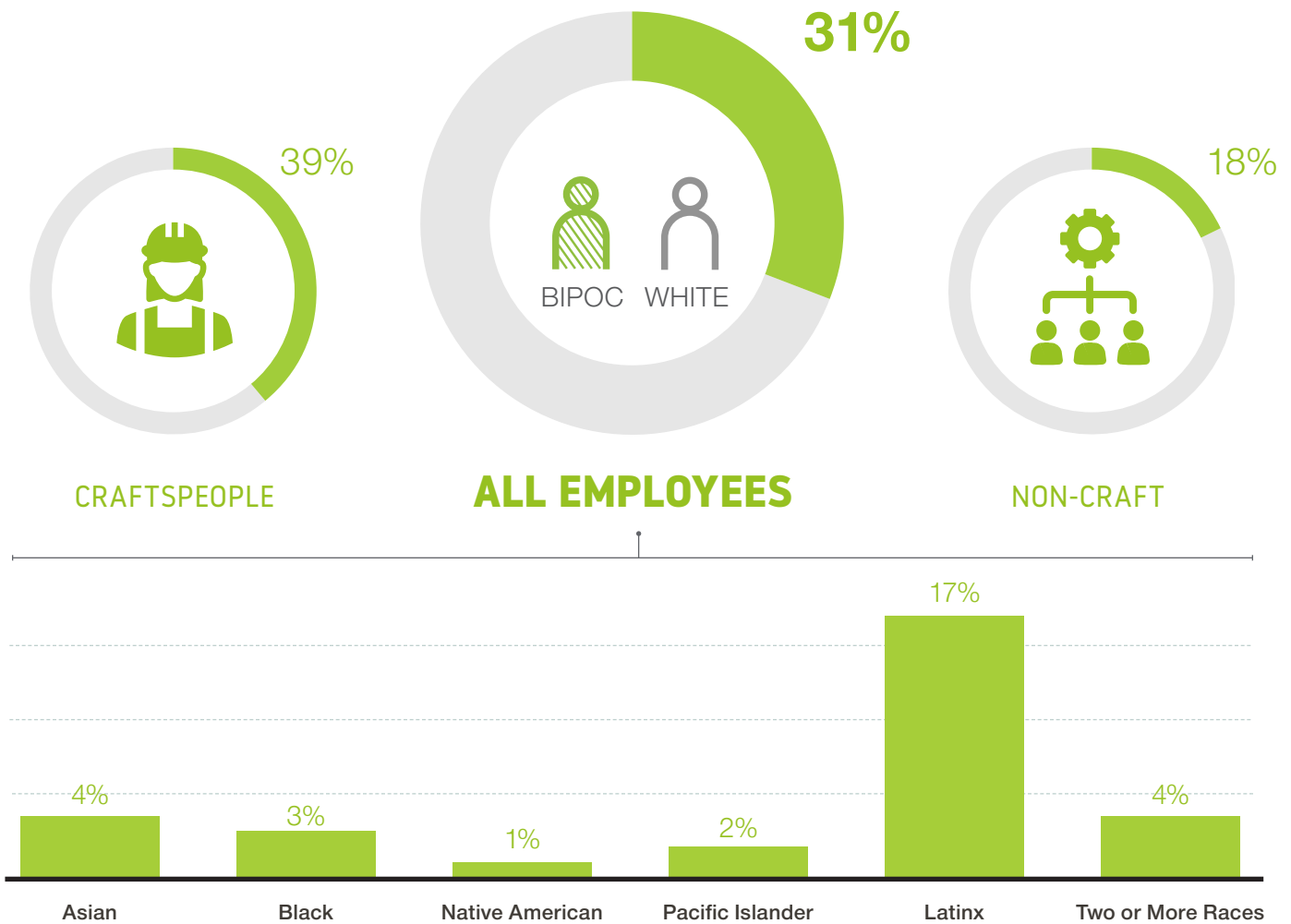
■ AT SELLEN ■ REGIONAL LABOR POOL



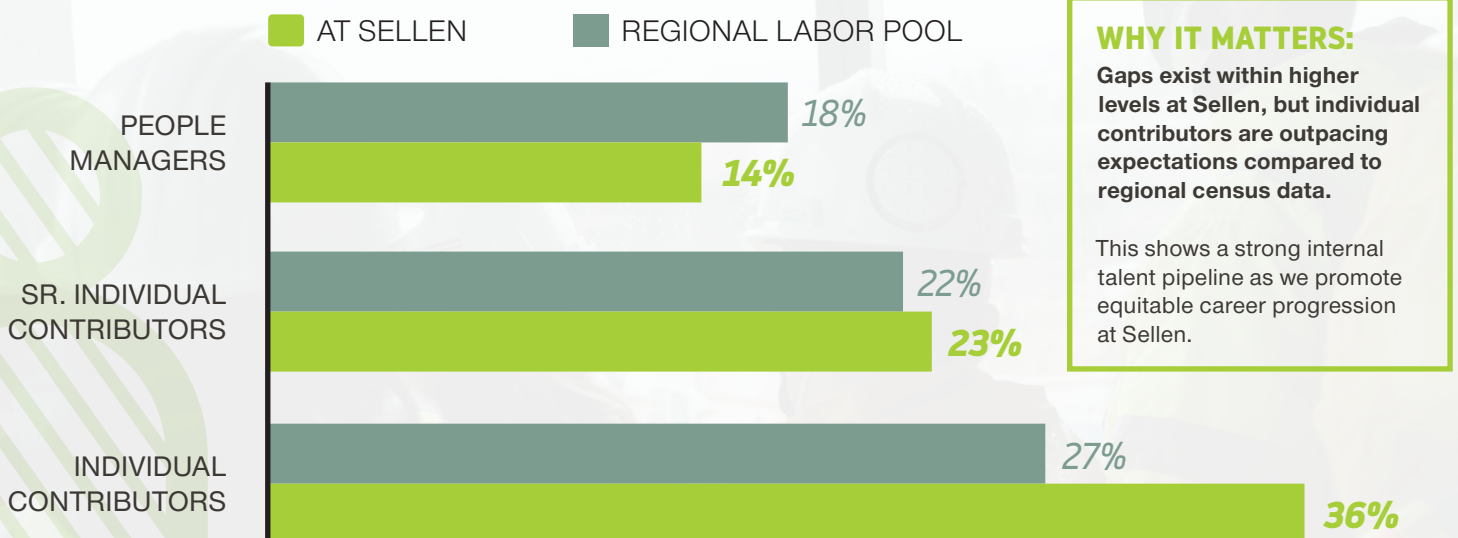
WHY IT MATTERS:

By providing new pathways and support for women apprentices entering the trades today, we can help ensure the success of women foremen and superintendents tomorrow. In 2023, 14% of Sellen's apprentices were women — more than three times greater than industry norms in the Puget Sound region.

Representation by Race



BIPOC Representation: Non-Craft



WHY IT MATTERS:

Gaps exist within higher levels at Sellen, but individual contributors are outpacing expectations compared to regional census data.

This shows a strong internal talent pipeline as we promote equitable career progression at Sellen.

Sellen's Four Pillars of DEI



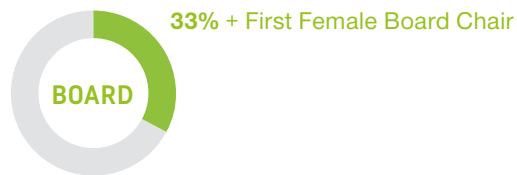
Leadership + Talent

Develop future-ready 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.

Sellen's Executive Team + Board of Directors



Our team should reflect the diversity of our community at all levels, including the executive team and board of directors. This year, three of Sellen's seven executive team members are women, and a third of the nine-member board of directors are women. This includes **Board Chair Diane Cecchettini** (pictured here), who became the first woman to hold that position on Sellen's board in June 2023. The role is the latest in an incredible career for Diane, who retired as a lieutenant colonel after 21 years in the Air Force Reserve in 1993. Following her service, she enjoyed a long, successful career at MultiCare Health System as the organization's first female CEO and was the first nurse to serve as MultiCare's Board Chair.



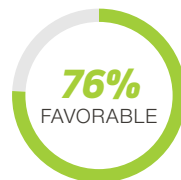
Annual Employee Survey Results

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

RESULTS FROM BIPOC EMPLOYEES



If I raised a concern about inclusion, Sellen would take that seriously and do what is right.



DEI is important to Sellen's CEO and executive team.



My immediate manager is intentional about building an inclusive team.

WHAT'S NEXT:

2,100 people applied to work at Sellen in 2023. Our goal is to continue to broaden our talent pipeline and encourage qualified people from all backgrounds to join our team. By analyzing the demographics of our job applicants, we can identify opportunities for better recruitment and outreach efforts.

Sellen's Four Pillars of DEI



Culture

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

Sellen's DEI Council

Sellen's DEI Council was formed in 2020 to ensure the unique perspectives and lived experiences of employees throughout the company were heard. Our teams and leaders can bring their work to the Council for input on equity and inclusion. The Council has reviewed policy changes and communications to provide their perspectives and suggestions for improvement. Many of the council members have served as facilitators in DEI learning and they continue to foster conversations about race and gender equity throughout the company.

In the early stages of Sellen's DEI journey, many within the company wanted to engage in these conversations but didn't have the right tools at their disposal. That is no longer the case today, and the growth of the DEI Council from an HR-led initiative to a leader-led group is one of the primary indicators of this progress.

— DEI COUNCIL CO-CHAIRS —



Hillary
Schneider



Chisulo
Mulenga



John
Malasmas



Garrett
Condel



Bibi
Vasquez



Debra
Markert



Jacob
McGaffey



Lendell
Curtis



Bret
Hillman



Rachel
Spivey



Lily
Iftner



Kellin
Ramage



Tim
Lade

Today, Sellen's DEI Council features 13 people holding a wide range of positions. These individuals meet quarterly to discuss DEI at Sellen and evaluate existing processes to identify and mitigate bias. To encourage transparency and broader engagement across the company, quarterly updates on the DEI Council's work are distributed to all Sellen employees via the company newsletter.

WHAT'S NEXT:

In 2024, the DEI Council is conducting a deep dive into each of the Four Pillars. In each quarterly meeting, the council discusses one pillar and reviews company processes related to that pillar through an equity lens.

Sellen's Four Pillars of DEI

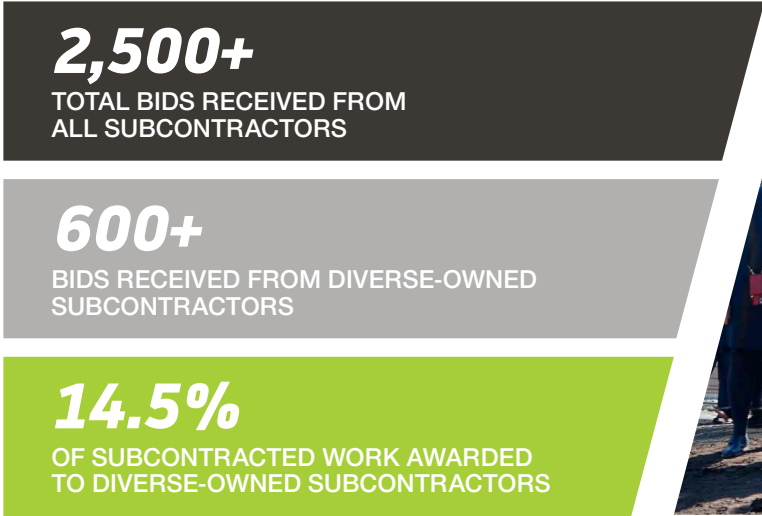


Economic Inclusion

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

To foster a more inclusive construction industry, builders like Sellen must help to ensure that diverse-owned and women-owned subcontractors and suppliers have the opportunity to bid on our projects.

Many of our clients establish project goals for diverse-owned subcontractor participation, but we strive to partner with these firms even when no specific targets are set. This process begins by ensuring our bid opportunities are reaching a broad community of subcontractors.



Project Highlight

SEATTLE STORM CENTER FOR BASKETBALL PERFORMANCE

Sellen recently completed the Seattle Storm Center for Basketball Performance, the first ground-up practice facility for a professional women's sports franchise in the United States. The team responsible for delivering the new facility featured women in prominent leadership roles and a wide range of subcontractors and suppliers located throughout the Puget Sound region. **More than 40% of the project's subcontracted work was awarded to certified women-owned and diverse-owned subcontractors and suppliers.**



SEATTLE STORM

WHAT'S NEXT:

Sellen is streamlining the process through which subcontractors and suppliers can become "Preferred Vendors" in our bidding platform. The goal of this work is to make it easier for subcontractors of all sizes — including women-owned and diverse-owned firms — to submit bids on Sellen's projects.

PICTURED:

BOTTOM: The Seattle Storm Center for Basketball Performance was completed in April 2024. The new facility features practice courts, training and recovery areas, and offices.

TOP LEFT: Women comprised 85% of the project management and design team members working on this new facility. Many were in attendance for the groundbreaking ceremony in 2023.

TOP RIGHT: The construction team featured women in prominent roles, including key members of Sellen's concrete placement crew.

Sellen's Four Pillars of DEI



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.



FAIR PAY WORKPLACE CERTIFICATION: PAY EQUITY AT SELLEN

As a company, one thing we can do to build a more equitable construction industry is ensuring equal pay for equal work. Sellen has worked diligently to close this gap within our ranks. For the last three years, we have partnered with Fair Pay Workplace, a nonprofit organization that provides a rigorous evaluation of our pay data and pay equity process. **Today, Sellen is the only general contractor to receive Fair Pay Workplace Certification, which celebrates true pay equity across gender and race.**



2024 Puget Sound Business Journal ECONOMIC IMPACT AWARD

Sellen received the 2024 Economic Impact Award from the Puget Sound Business Journal. The award celebrates Sellen's philanthropic work throughout the Puget Sound region, including our commitment to help people from all backgrounds as they prepare to join the construction industry.

Supporting Industry Advancement

ANEW Pre-Apprenticeship: Sellen has partnered with ANEW, a local pre-apprenticeship nonprofit, since 2016. ANEW helps women and people of color prepare for careers in the trades. Last year, Sellen's ANEW campaign included contributions from 63 local subcontractors who collectively raised \$115,000 for ANEW's staff and students. These funds helped sponsor a cohort of 10 women (pictured to the right) who graduated from the program last year and have now joined local trade unions. Sellen has employed 15 ANEW graduates as apprentices on our job sites over the past year.



Scholarships: Sellen also actively supports students pursuing construction careers at Washington universities, community colleges, and trade schools. Sellen Community Foundation provides scholarships totalling \$51,000 to students at four local institutions: the University of Washington, Central Washington University, Washington State University, and Renton Technical College. Sellen Community Foundation also committed \$10,000 to the Washington State Opportunity Scholarship, which provides support for community college students throughout the state.



YouthCare's YouthBuild: This six-month program introduces young people who have experienced homelessness to a wide range of career paths in the construction industry. Sellen employees throughout the company volunteer their time to speak to YouthCare's YouthBuild students, sharing their journey into the construction industry and their advice for the next generation. Sellen Community Foundation contributes an annual unrestricted grant to support YouthCare's work.



WHAT'S NEXT:

Sellen remains committed to supporting local organizations like YouthCare and ANEW, including our in-progress 2024 ANEW fundraiser. In addition, we will continue to focus on pay equity throughout Sellen, including an 18% increase of women in our highest paying jobs since 2021. The goal is not to hit a quota — it's to be fair, to reflect the diversity of our region, and to equitably develop and promote those coming up through the ranks. We are committed to a culture where everyone is valued and rewarded for their work.



/// What's Next



Leadership + Talent

- ▶ Continue to build skilled teams that reflect the diversity of the Puget Sound region.
- ▶ Continue efforts to broaden the talent pipeline for the next generation of craftspeople, project managers, superintendents, and executives.



Culture

- ▶ Conduct a quarterly analysis of Sellen's Four Pillars through the DEI Council.
- ▶ Distribute regular updates detailing what the DEI Council is working on and opportunities for others to engage with the work.



Economic Inclusion

- ▶ Complete an in-depth evaluation of Sellen's preferred vendor process for subcontractors and suppliers, including small, women-owned, and diverse-owned firms.
- ▶ Continue to strengthen partnerships throughout the local subcontractor community and encourage bid participation for a wide range of firms.



Industry

- ▶ Continuously analyze pay equity data and receive Fair Pay Workplace recertification.
- ▶ Support local pre-apprenticeship organizations and students from all backgrounds pursuing careers in construction management and the trades.



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

Building With Purpose Since 1944.



CONTACT US:

Contact Sellen if you're interested in partnering with us to help further our impact:

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