

COLUMBIA

We're with you



Diversity, Equity & Inclusion Strategic Plan

2024

A message from Shaun Lover

Columbia community:

At Columbia, we are committed to building a better future for our people and the construction industry. Utilizing our *Diversity, Equity & Inclusion Strategic Plan* as a guide and taking intentional and measurable action will positively impact our company, the construction industry, and the communities in which we work.

Everyone deserves dignity and respect. By creating psychologically safe workplaces, we will ensure our employees and partners are more engaged and able to be the best version of themselves.

Although many business cases can be made for why this will be impactful, ultimately, we feel it's the right thing to do.

To grow and develop as a company, we must be patient, understanding, and open to learning new things. The measurable change will take time to happen.

As you will see in our attached strategic plan, we have specific ways to start moving this all-important needle.

Thank you,

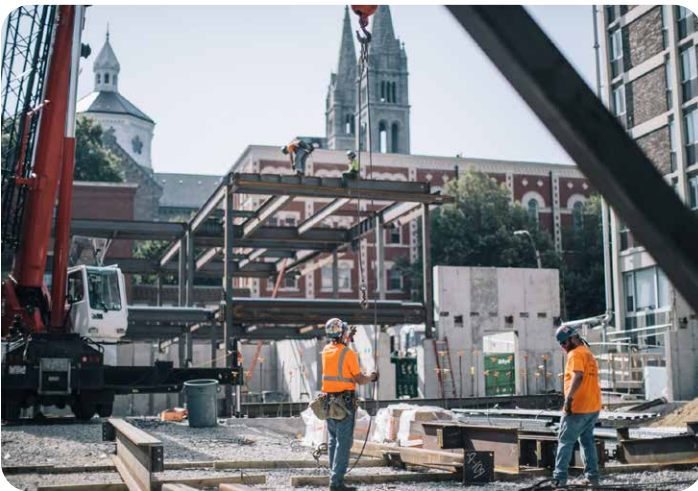


Shaun Lover
President
Columbia



Diversity, Equity & Inclusion Mission

At Columbia, we derive strength as a community by embracing all our differences. Our community embodies different races, ethnicities, genders, sexual orientations, physical abilities, and so much more. We accept these differences and celebrate them by supporting and encouraging all employees to be the best version of themselves. Since our people make us who we are, bringing awareness to our differences allows us to foster an environment of learning and understanding. We aim to create a workplace that reflects the communities in which we work and the world around us. We are committed to strengthening these values and beliefs, as it takes diversity within a company to fully create the proper foundation and structure needed to thrive.



Goal 1

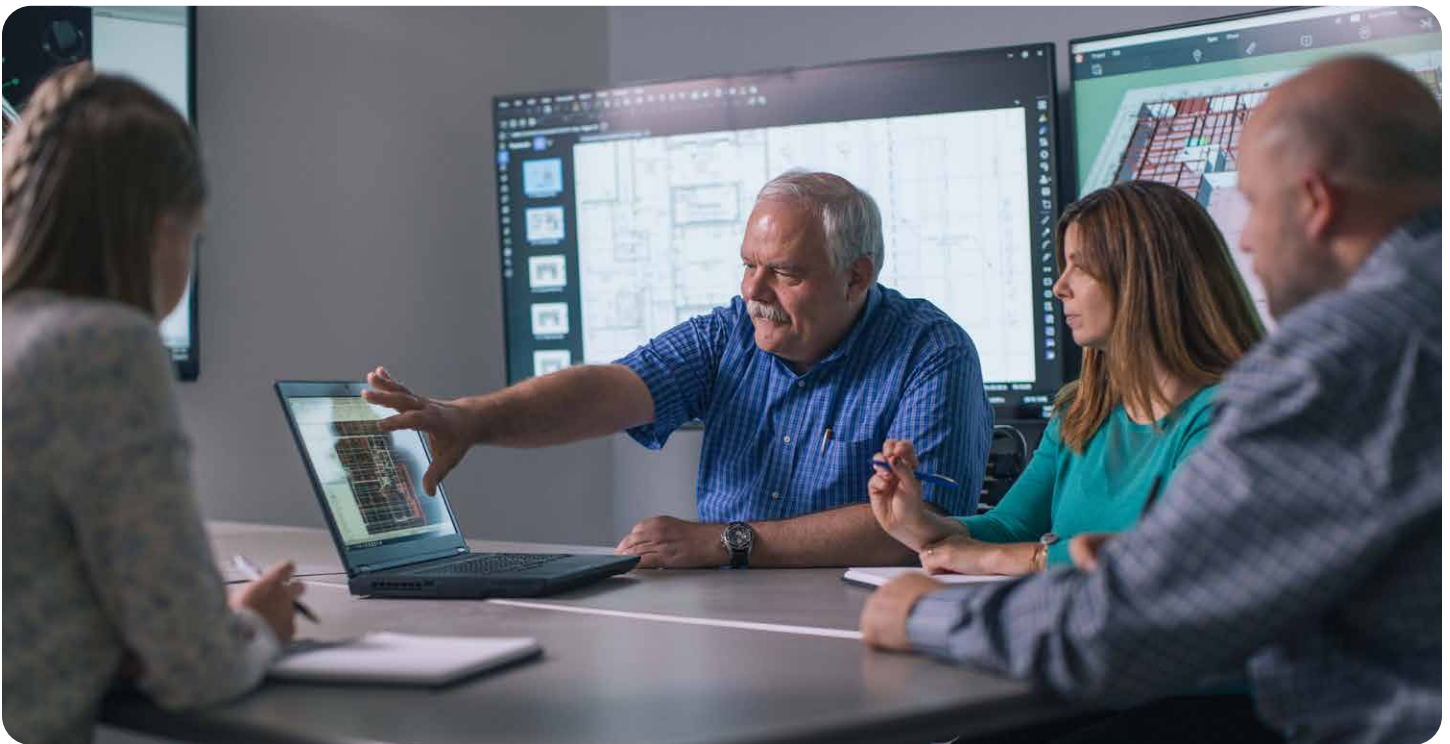
Create and foster a psychologically safe and accountable workplace culture.

We will

- Assess, build, and maintain the psychological safety of teams within the organization and provide education about what a psychologically safe environment is
- Identify, communicate, and address expectations and behaviors that create and sustain an inclusive workplace culture
- Assist employees in gaining the skills needed to work on inclusive teams including appropriate terminology
- Create sustainable structures that support appropriate behaviors within teams that hold people accountable for unacceptable behaviors
- Build a culture where people feel like they belong
- Sustain ongoing reinforcement of *The Columbia Way* DEI guiding principle

Desired Outcome

An organizational culture where employees feel valued, respected, and included.



Goal 2

Build and maintain a diverse group of employees across all levels of the organization.

We will

- Educate all employees about how to define a diverse team and the value that comes from diverse teams
- Identify pipelines and create pathways for diverse candidates
- Develop, coach, and retain diverse talent
- Provide education to hiring managers on best practices for hiring diverse talent
- Deepen the diversity of our teams and provide opportunities at all levels of the organization

Desired Outcome

Diverse perspectives influence innovative and effective solutions leading to individual opportunities and organizational success.



Goal 3

Serve as a change agent for a more diverse and inclusive construction industry.

We will

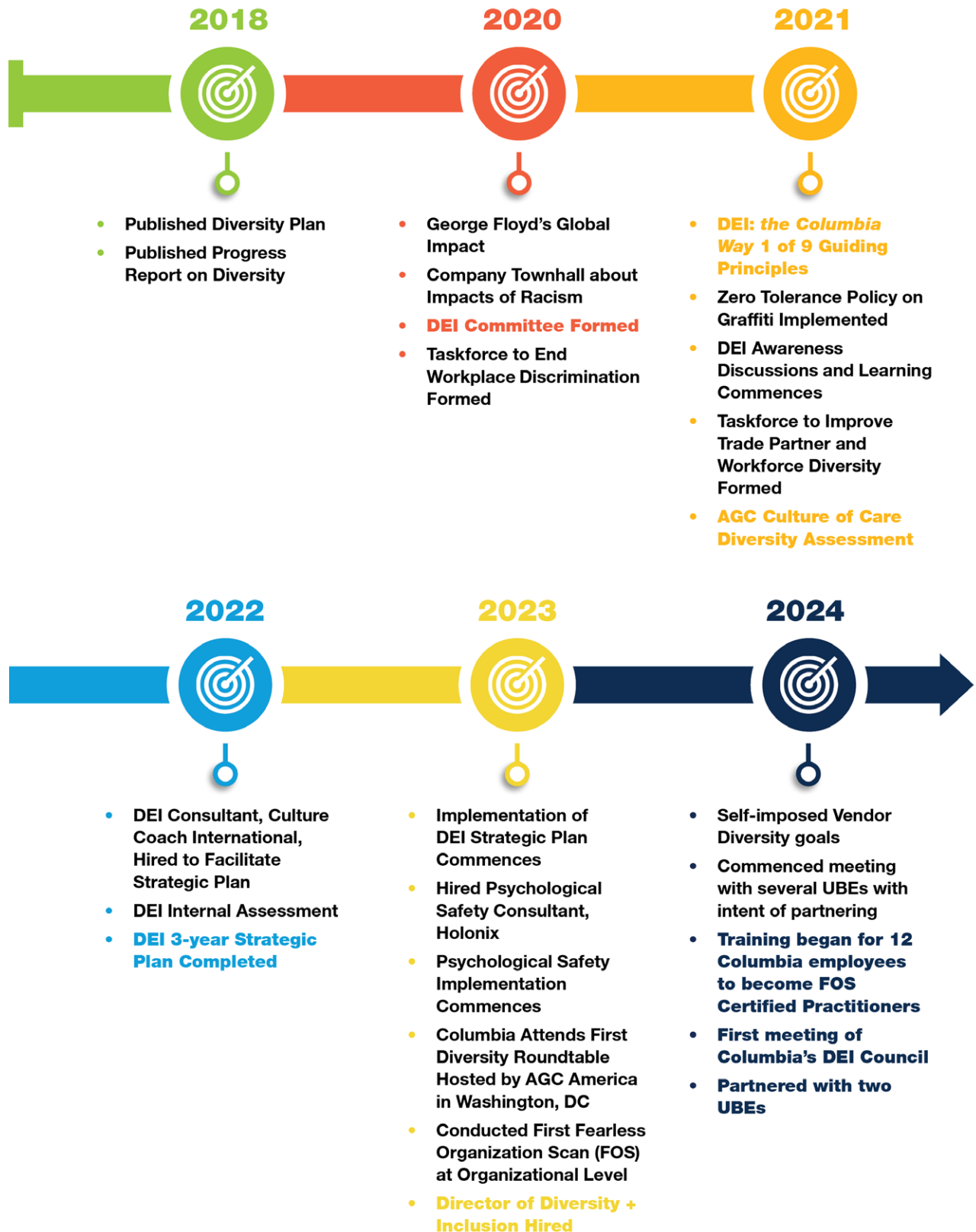
- Develop a process for identifying and working with diverse external partners
- Foster deeper and respectful working relationships with external partners who aspire to or align with [The Columbia Way](#)
- Provide opportunity and mentor historically underutilized businesses and individuals
- Engage in community outreach which supports an increase of historically underutilized individuals in the construction industry
- Partner with external organizations to help drive change in the industry
- Endeavor to build a workforce that reflects the diversity of the neighborhoods in which we work

Desired Outcome

Positively impact the construction industry by providing opportunities to historically underutilized individuals and businesses.



Columbia's DEI Path to Date



Columbia's External DEI Efforts

We promote direct outreach activities and partnerships with many associations and organizations in the building industry.

- BWiC participation
- AGC leadership series for industry DEI growth
- Mass Girls in Trades participation
- Wellesley DEI Symposium efforts
- Wentworth CMIB DEI scholarship oversight



Introducing young students to careers in construction

Columbia's Erik Gronneberg loves talking all things drones, and presented to 5th graders from the Mattahunt Elementary School during #ConstructionInclusionWeek. Sharing about careers in construction is an impactful way to bring diversity, equity, and inclusion to the construction industry.



Jobsite Tour for AGC MA Building Advancement Externship Program

Columbia hosted 10th & 12th grade students and educators from Essex North Shore Agricultural & Technical School at one of our jobsites as part of the AGC MA Building Advancement Externship (BAE) program, which matches high schools with construction firms.



Building Impact Community Contributor

Columbia was recognized as a Community Contributor by Building Impact for our commitment to volunteerism and our dedication to supporting local non-profit organizations that address critical social issues. Through [Columbia Cares](#), we give back in many ways.



AGC MA's Workforce Development Taskforce

Bill Aalerud, Executive Vice President and Chair of the Board of Directors at AGC MA and Co-Chair of AGC MA's Workforce Development Taskforce, shares his inspiring thoughts:

- **GBH News:** AGC MA's initiative to help guide students to careers in construction. Learn how AGC MA is giving teachers and guidance counsellors important information about the wide variety of skills and trades needed for construction projects
- **Constructor:** AGC externship program designed to correct misconceptions about construction jobs



Glossary of Terms

Accountability: We empower our employees to be responsible for their actions, behaviors, and decisions. We set clear expectations and hold each other accountable. We recognize that team members are dependent on the results of our work.

Belonging: An emotional need to feel as though one is accepted, treated fairly, and is part of a team. It is an accumulation of day-to-day experiences that enables a person to feel safe and accepted.

Diversity: All aspects of human difference, social identities, and social group differences, including but not limited to race, ethnicity, gender, gender identity, sexual identity, socio-economic status, culture, national origin, age, disability, religious/spirituality, and associational preferences.

Equity: A condition of fair, inclusive, and respectful treatment that recognizes differing needs and expectations. It means acknowledging and addressing structural inequalities – historical and current – that advantage some and disadvantage others.

Equality: Being equal in status, rights, and opportunities.

External Organizations: Associations such as AGC of MA and Building Women in Construction (BWiC), etc.

External Partners: Architects, engineers, trade partners (subcontractors and vendors), owners, and owner's project managers, etc.

Inclusion: Being included in a group or structure.

Psychological Safety: Describes a condition or environment where a team member has the ability to freely share one's thoughts, relevant ideas, questions, concerns, or mistakes without risk of being shamed or punished by other team members. A shared belief held by team members that the team is safe for interpersonal risk-taking.

Team: A group of people who perform interdependent tasks while working towards accomplishing a common goal or objective.

Diversity asks, "who is in the room?"

Equity asks, "who is trying to get in the room but, for whatever reason, can't? Whose presence in the room is constantly threatened or erased?"

Inclusion asks, "does everyone in the room have a seat at the table?"

Belonging asks, "does everyone feel that their contributions are important?"





The **COLUMBIA** way

Guiding Principles

- Accountability & Ownership
- Client Focus
- Communication
- Continuous Improvement
- Diversity, Equity & Inclusion
- Safety Mindset
- Teamwork
- Trust, Integrity & Honesty
- Work-life Balance

"I like Columbia because they like each other. You can feel it with them. They treat everybody with respect and they have each other's backs."

COLUMBIA

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