

# IMPACT REPORT

2026

# A MESSAGE FROM OUR LEADERS



When John Ernest (Ernie) Dunn started this company, he relied on his personal values and emphasized doing business the right way. He believed in treating people fairly, keeping his word, and making decisions he could stand behind — above all, doing the right thing, every time. More than 100 years later, our longevity and success are a direct reflection of those same values guiding our people, our purpose, and our practices.

At JE Dunn, it's our people who make the difference. They're the reason our company continues to grow, adapt, and lead in an ever-changing industry. Their dedication, pride in their work, and willingness to take on complex challenges are what keep us moving forward. They strengthen our culture, deepen our partnerships, and extend our impact in the communities where we live, work, and build.

This Impact Report showcases how JE Dunn's values are organized around three core pillars: Purpose, People, and Practices.

**OUR PURPOSE** defines why we do what we do — enriching lives through inspired people and places. We build the places where life happens.

**OUR PEOPLE** represent how we bring that purpose to life — through collaboration, safety, inclusion, and opportunity.

**OUR PRACTICES** guide what we do every day — measurable, accountable actions that strengthen our projects, our operations, and the communities we serve.

Sustainability, community impact, and responsible governance are not new priorities for our company — they're simply an extension of who we've always been and how we've always tried to run this business.

At the same time, we recognize that our industry is evolving, and so are we. We're investing in smarter building methods, new technologies, and more innovative ways of working, to improve outcomes, support our teams, and raise the bar for what's possible in construction.

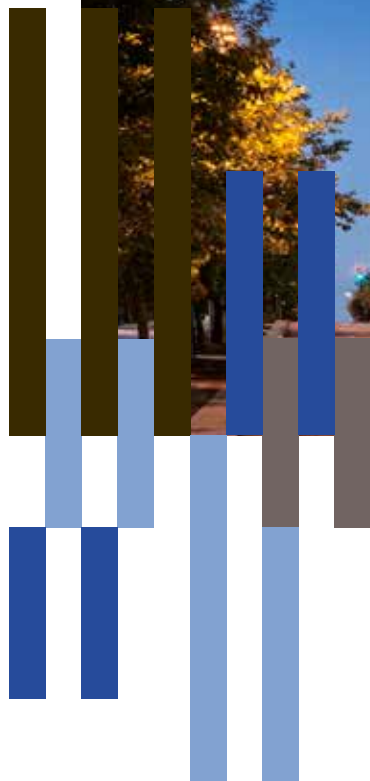
This report highlights where we are today, what we're learning, and how we're building on our legacy to make a meaningful difference. We're proud of our history, grateful for the people who make our work possible, and excited about the future we're shaping together.



*Gordon Lansford, III*  
**PRESIDENT AND  
 CHIEF EXECUTIVE OFFICER**



*Tim Dunn*  
**CHAIRMAN OF THE BOARD AND  
 CHIEF INVESTMENT OFFICER**





PURPOSE

# OUR PURPOSE IN ACTION

**JE Dunn's purpose is simple:**  
We exist to enrich lives through  
inspired people and places.

This mission is deeply woven into our culture and day-to-day operations. Together, they shape the way we work and empower our employees to make meaningful differences in their communities. We believe in doing the right thing, and this commitment is visible in everything from our projects to our partnerships.

After 102 years in business, nearly everything about our industry has changed, but one thing has remained constant and has connected employees at JE Dunn: our shared purpose.



## COMMUNITY IMPACT

Our communities are at the heart of everything we do, whether we're building a new nonprofit space, volunteering our time, or nurturing partnerships that strengthen neighborhoods.

JE Dunn's spirit of generosity has defined us for more than 100 years.

The legacy was shaped by the late Bill Dunn Sr., son of founder Ernie Dunn, who spent more than 70 years with the company. He championed one



Serving others is one of the most powerful ways we can lead. Service strengthens our communities, deepens our empathy, and leaves a legacy that extends far beyond ourselves. I encourage everyone to find a meaningful way to give back. The world needs your kindness.

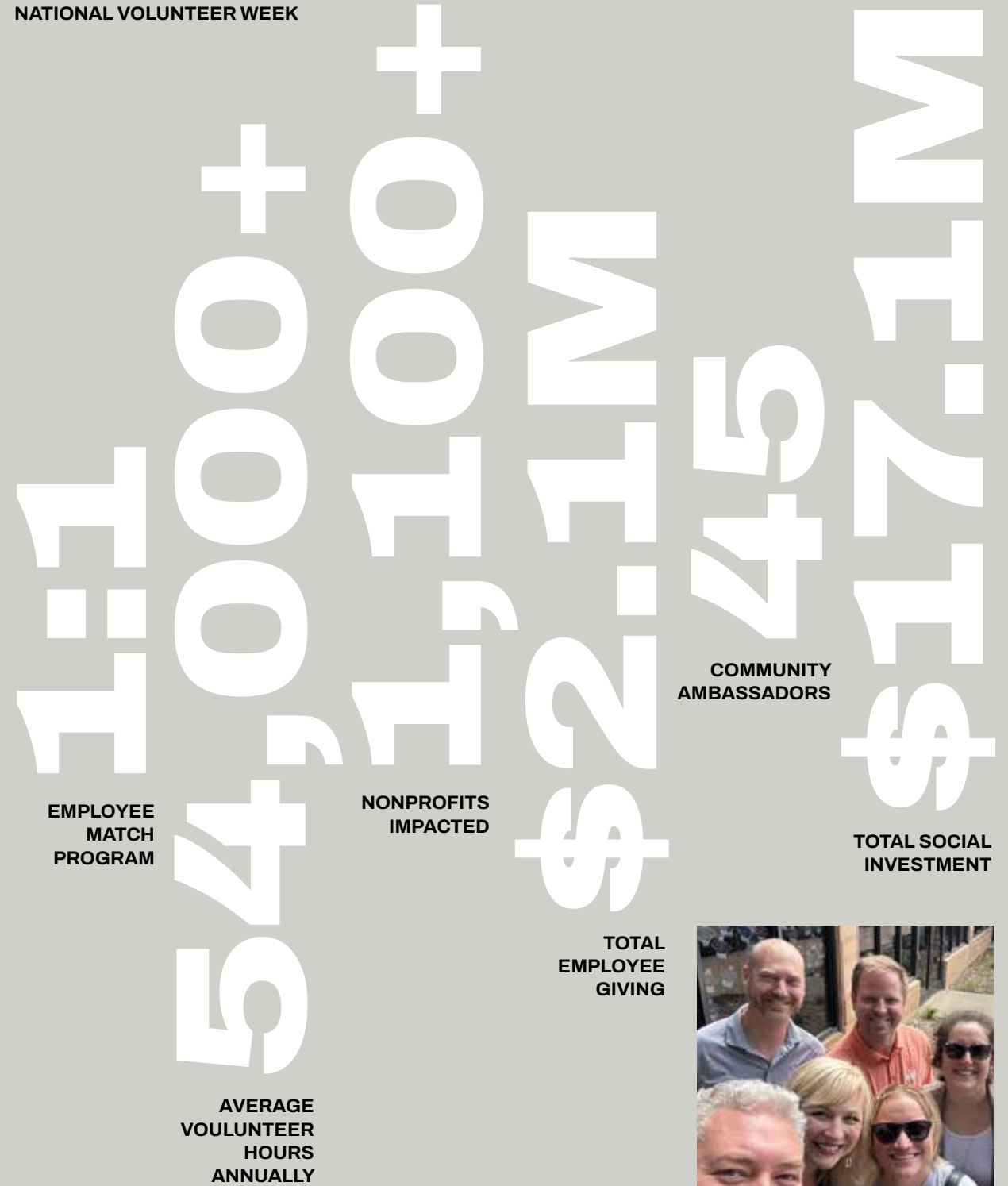


*Stacey Flint*  
GROUP MANAGER 1,  
PORTLAND

of our most distinctive commitments: investing a percentage of our net income in charitable causes nationwide across the communities where we live, work, and build. His belief was simple and steadfast — people are always more important than money. That philosophy lives on in one of JE Dunn's guiding principles: serving others.

Our community impact is intentional and relationship-driven. We invest time, talent, and resources in a holistic way, prioritizing long-term partnerships over one-time efforts. Our people actively strengthen their communities through volunteerism, board service, mentorship, and nonprofit partnerships.

## NATIONAL VOLUNTEER WEEK



**CORNERSTONE CAMPAIGN**



In 2025, our Community Impact team developed the Cornerstone Campaign.

Through this annual initiative, JE Dunn will intentionally **donate \$1.5M+**

to a cause area chosen by employees, all in addition to our existing annual giving. JE Dunn employees chose “access to safe and supportive spaces for kids in need” as the focus for the 2025 Cornerstone Campaign.

Guided by employee input, the 2026 Cornerstone Campaign will focus on “healthcare & mental health access for veterans.”

“

The investment shows a level of care and concern that is more than just lip service. There’s a lot of people who come to the communities that we work in and they say they want to help and they might come for a week and then we don’t see them again. But this is an investment in the future of our children. This is more than just money. This is changing lives. Thank you.



*KJ Kearney*  
CORNERSTONE GRANT RECIPIENT  
CHARLESTON PROMISE



“ What makes the Cornerstone Campaign so meaningful is the connection behind it — our employees championing the causes they believe in, and our partners feeling that genuine support. Its impact is rooted in relationships and shared purpose. ”

*Nancy Phelps*  
VP / COMMUNITY IMPACT DIRECTOR

1,371 | 553,521  
JE DUNN EMPLOYEE VOTES | CHILDREN SERVED

## CULTURE AND GUIDING PRINCIPLES

At JE Dunn, people always come first. Our leadership decisions, business strategy, and vision begin with the question: What's best for our employees, clients, and partners?

We believe in...



**FAMILIES FIRST**



**DOING THE RIGHT THING**



**SERVING OTHERS**



**HEALTH AND WELL-BEING**



**FUN AND FULFILLING LIVES**



**GROWING AS A TEAM**

These principles are more than values; they are commitments.

They connect our employees to one another and to our shared purpose. They shape our strategy, guide our leaders, and empower our people to act with integrity and accountability. Strategy is only as effective as the people who bring it to life.



That spirit has defined JE Dunn across generations. During World War II, Ernie Dunn built Kansas City's Quartermaster Depot at cost — a decision that earned personal thanks from President Franklin D. Roosevelt. It was a defining example of doing the right thing.

Ernie also set out to establish a company grounded in the Golden Rule: treat people the way you want to be treated. The culture he built emphasized kindness, honesty, and respect for employees, clients, and partners alike. He believed that when you take care of your people by paying them a fair wage and supporting their families, they will take care of the work and the communities they serve.

For decades, the Dunn family carried that philosophy forward, a culture that centers families first and treats employees as an extension of the company's founding family. That belief took its most meaningful form in our Employee Stock Ownership Plan (ESOP),

guaranteeing that the people who build our projects and serve our clients also share in the company's long-term success.

Today, every employee-owner plays a role in carrying that legacy forward.

Our leaders continue to invest in our employees' well-being, development, and long-term opportunities, empowering our people to lead, serve, and make a difference on jobsites, offices, and communities nationwide.



# PEOPLE-FIRST CULTURE

As an employee-owned company, we've spent more than a century building an environment where trust, safety, and respect guide how we work together. Our success has always been driven by our people, and our commitment to putting them first shapes our culture and our work.

In practice, a people-first culture means creating spaces where every employee-owner feels valued, supported, and set up for success.

On our jobsites and in our offices, teams prioritize safety, open communication, and collaboration. Employees are encouraged to share ideas, speak up, and support one another, helping to build a culture where diverse perspectives strengthen our work.

Supporting employee well-being is central to that commitment. Our corporate headquarters is WELL certified, reflecting our focus on creating healthy, high-performing environments. Across the company, we provide resources that support physical, mental, and emotional health, including our Well-Being program, Well-Being Week, and confidential mental health support through Lyra Health.



### HIRING, TRAINING, AND RETAINING TALENT

Our people are the foundation of everything we do, and we are committed to retaining our strong, people-first culture supported by programs that attract, develop, and retain top talent. That commitment starts early. As the industry workforce gap expands, our Building the Future workforce readiness program introduces K-12 students nationwide to the many career pathways in construction — both on and off jobsites.

We continue the investment through our Early Career and Internship Program, where participants gain hands-on project and field experience from day one. Providing robust learning and development opportunities for employees enables continued growth.

Investing in technical skill development is crucial in supporting career advancement, bridging the skills gap, and adapting to industry-wide technological changes. Through flexible training like in-person workshops plus short-form and web-based trainings, and our Career Hub — an employee intranet space that helps employees explore career paths, build skills, and maximize their impact at JE Dunn — we invest in individual growth while strengthening the company from within.

**5,916**  
EMPLOYEES

**990**  
YTD HIRES

**7%**  
DECREASE IN  
ATTRITION  
Industry-leading retention of talent typically 3-4% lower than our peers.

**650+**  
PROMOTIONS

**70**  
**eNPS**  
Employee Net Promoter Score – A score of 40+ is best in class.

\*As of June 2026



### BUILT TO GROW

#### 20+ YEAR EMPLOYEES AT JE DUNN



**Michelle Ott**  
CAREER PATH: Started as a Marketing Coordinator in 2002 and is now Vice President – Marketing Operations Director.

"I've had a number of great mentors and managers throughout my career and have benefited from the confidence gained when people believe in you before you even believe in yourself."



**Scott Pashman**  
CAREER PATH: General Superintendent

"I've worked in seven states within my 36 years at JE Dunn and I've learned that our JE Dunn reputation needs to be earned, not assumed, in the newer markets we're working. We are on a collective journey, and I know we will all go through difficult challenges, but what keeps me motivated is knowing we will always get through it together."

#### EARLY CAREER EMPLOYEES



**Tyler Ercole**  
INTERN: Atlanta

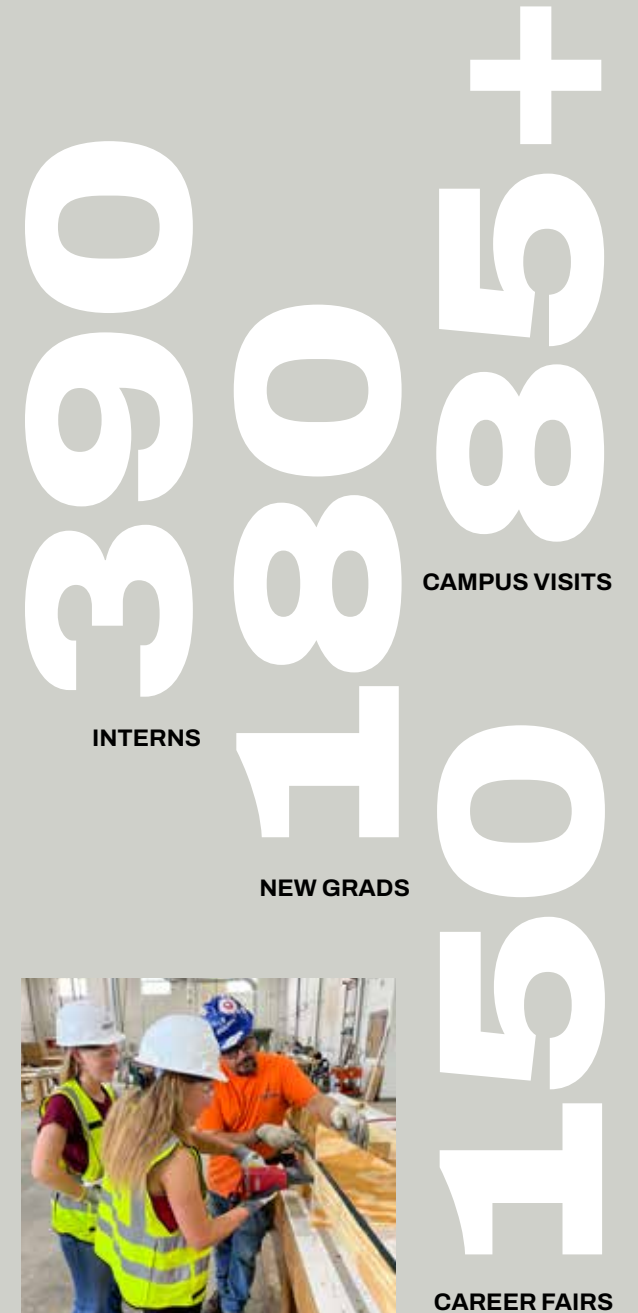
"Finally getting into the industry has shown me the connection between my education and a career. It's eye opening to say the least."



**Madeline Heyburn**  
NEW GRAD: Nashville

"I'm working on a very exciting and fast-paced project. I have gotten to experience a lot of work I haven't been involved with before. The team has done a good job assigning me tasks that are helping me develop the important fundamentals to be a great asset for the remainder of the project."

## EARLY CAREER PROGRAM STATS

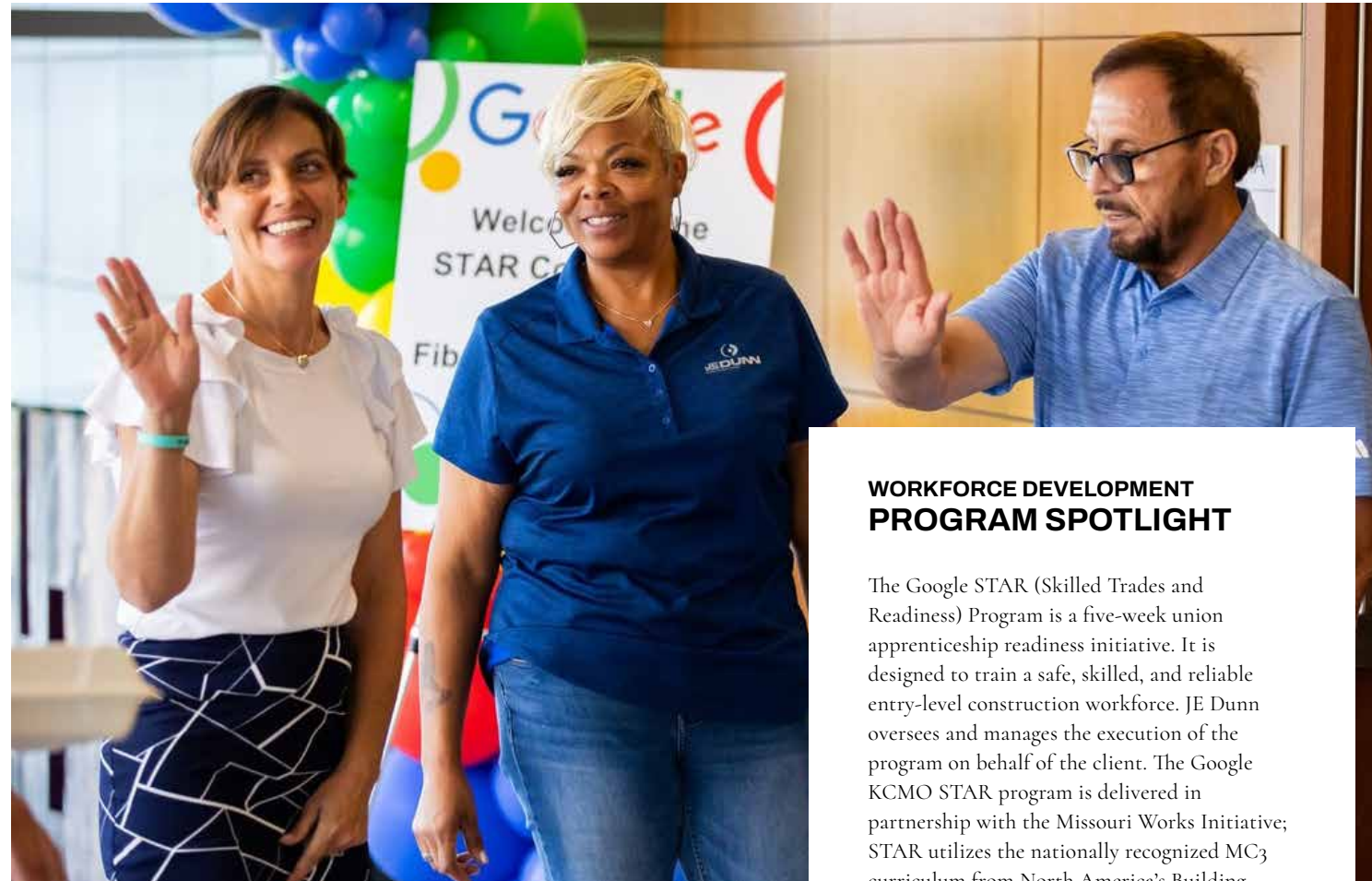




## WORKFORCE DEVELOPMENT

The construction industry is currently facing two major workforce challenges: attracting new talent and meeting the growing demand for skilled trade labor. To address these concerns, JE Dunn established the Workforce Development (WFD) team in 2025, strengthening the company's capacity to build a workforce that is vital for meeting industry labor needs. The WFD team not only ensures the fulfillment of client workforce requirements but also leads the way while advancing strategies that expand access to career opportunities and reduce barriers to entry for individuals across the local workforce. By forming strategic partnerships, WFD actively develops a strong pipeline of skilled trades talent, which contributes to improved project outcomes and lasting positive impacts in the communities where we operate. These initiatives strengthen our clients' confidence in project delivery, promote economic growth, and reinforce JE Dunn's reputation as an industry leader in workforce innovation and social responsibility.

Working in close partnership with JE Dunn's Belonging & Marketplace Engagement team, WFD collaborates with both internal and external stakeholders. This collaborative approach ensures the alignment of workforce efforts with broader company goals, builds meaningful relationships across the industry, and creates a more inclusive environment for all. These efforts drive a culture of belonging and empower our employees and partners to thrive, further positioning JE Dunn as a trusted and forward-thinking industry partner.



### WORKFORCE DEVELOPMENT PROGRAM SPOTLIGHT

The Google STAR (Skilled Trades and Readiness) Program is a five-week union apprenticeship readiness initiative. It is designed to train a safe, skilled, and reliable entry-level construction workforce. JE Dunn oversees and manages the execution of the program on behalf of the client. The Google KCMO STAR program is delivered in partnership with the Missouri Works Initiative; STAR utilizes the nationally recognized MC3 curriculum from North America's Building Trades Unions to give participants foundational knowledge and exposure to multiple skilled trades. The program mixes hands-on learning with educational and professional development opportunities like resume development and mock interviews. The STAR classroom is located on an active jobsite where JE Dunn field leadership, trade partners, and union partners are instrumental in helping participants build technical skills and their professional networks.

JE Dunn's WFD team has previously led programs in Omaha and is aiming to launch in additional cities.



**128**  
PARTICIPANTS

**86.72%**  
RETENTION RATE

**TRADES PURSUED SINCE 2024:**

Electrician, Laborer, Plumber, Carpenter, Pipefitter, and Operator

\*As of June 2026



Whether you're looking to connect, learn, or support, our ERGs offer a meaningful way to make a difference. These groups create space where employees can find support, build relationships, and gain a deeper sense of belonging.



**Zoraya Rowlands**  
VP/BELONGING AND MARKETPLACE ENGAGEMENT

## EMPLOYEE RESOURCE GROUPS

We believe there is space for everyone at JE Dunn, and we are intentional about creating programs that bring together a wide range of perspectives, experiences, and connections — fostering growth and collaboration for our employees and partners.

Our four employee-led groups, supported by individuals across the organization and their allies, are guided by the perspectives and experiences of our people — including some of our Black, Hispanic and Latino, women, and veteran employees. These groups create opportunities for community engagement, and meaningful connection, while helping strengthen a culture where everyone feels a true sense of belonging. This year, we are proud to celebrate 10 years of Moment Connection, our female ERG with over 700 members.

Our dedication to **advancing inclusion and belonging**

extends beyond our company into the communities we live, work, and build.

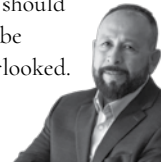
To support those efforts, we created the free Marketplace Contractor Development (MCD) program that educates small and emerging construction businesses and empowers them to succeed.

**1000+**  
ERG MEMBERS

**AVERAGE OF 300**  
EVENTS  
PER YEAR



As an entrepreneur, it's important to have a mentor to highlight the areas that many business owners miss. This program gave me another perspective that helped me realize every small detail is important and should not be overlooked.



**Alex Gonzalez**  
MCD GRADUATE

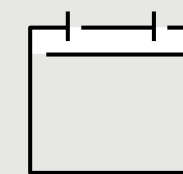
## MARKETPLACE CONTRACTOR DEVELOPMENT PROGRAM



At JE Dunn, we believe in Building Authentic Partnerships®. Our commitment to meaningful inclusion extends beyond our workforce to the communities we serve, and the supply chain we engage with, to ensure opportunity and growth are accessible to all.

Our MCD, a formal education initiative designed to empower small and emerging businesses with the tools and guidance to succeed in construction, advances that mission. Launched in 2006, this free, eight-month program blends training in bidding, estimating, leadership, and project management with mentorship and relationship-building opportunities. Participants are selected through a competitive application and interview process, resulting in a cohort of motivated and capable businesses. Graduates join JE Dunn's network of approved contractors, gaining eligibility to bid on projects and access to ongoing support.

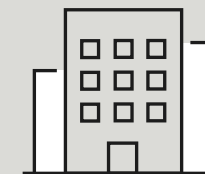
Participants gain the tools to grow, the connections to thrive, and the opportunity to shape more inclusive, thriving communities. The impact of MCD is real — stronger businesses, stronger partnerships, and stronger communities.



**2006**  
YEAR LAUNCHED



**\$250M**  
CONTRACTED WORK



**600+**  
COMPANIES TRAINED



**13**  
CITIES



# PRACTICES

# HOW WE OPERATE, MEASURE, AND LEAD RESPONSIBLY

## SUSTAINABILITY IN PRACTICE

Sustainability is more than a goal — it's an opportunity to deliver long-term value for our clients while doing the right thing for the environment. Our approach is grounded in practical, project-based actions that reduce risk, improve efficiency, and create measurable impact.

We go where our clients take us, aligning with their sustainability objectives and collaborating with design and trade partners to turn innovative ideas into achievable solutions. By leading with practical expertise, we balance constructability, lifecycle cost, and energy use across every project. This client-driven approach informs how we conduct business and shapes our broader strategies.



Advancements in technology, combined with insights from clients, allow us to continuously improve. From sustainable procurement practices to expanding prefabrication capabilities that reduce waste and emissions and invest in a growing fleet of electrified tools and equipment for cleaner jobsites, we are making sustainability practical and actionable.

By integrating sustainability into every project, we are able to make strong impact by building smarter, cleaner, and more efficient projects.



## SUSTAINABILITY INNOVATION AND LEADERSHIP

Our approach to sustainability is shaped by how we operate, measure, and lead. It is grounded in doing the right thing while supporting our clients on their journey. As client expectations evolve, sustainability is increasingly tied to project performance, risk management, and long-term value.

Innovation is driven by real project needs. Clients are asking for more detailed carbon tracking, material transparency, and measurable outcomes. In response, JE Dunn is advancing how we evaluate materials, refine specifications, and partner across the supply chain to deliver solutions that meet these requirements.

Technology plays a key role in this progress. Through partnerships such as our work with Trimble, we are improving planning accuracy and

execution, reducing rework, and increasing certainty in how projects are delivered. These tools, combined with strategies like prefabrication and sustainable procurement, help reduce waste, improve efficiency, and lower environmental impact.

On select projects, these efforts are delivering measurable results. For example, the use of low-carbon concrete and optimized mix designs has reduced embodied carbon in certain materials by up to 25%. Solutions like battery energy storage systems (BESS) and responsible material sourcing further support cleaner, more efficient jobsites.

Beyond project delivery, JE Dunn is actively engaged in advancing the industry. Through participation in organizations like Association of General Contractors (AGC) and U.S. Green Building Council, and contributions to decarbonization playbooks and industry forums, we are helping share best practices and shape the future of construction. Our teams regularly engage in events and partnerships that promote knowledge sharing and continuous improvement across the industry.

When sustainability is approached practically, it reduces risk, improves outcomes, and creates lasting value for clients, communities, and the built environment.



## 619 PONCE MASS TIMBER

Mass timber construction, which uses engineered wood panels in place of conventional steel and concrete systems, is gaining traction as a lower-carbon building approach. At 619 Ponce in Atlanta, JE Dunn delivered a four-story, 89,000-square-foot office building with 27,000 square feet of retail using mass timber as the primary structural system.

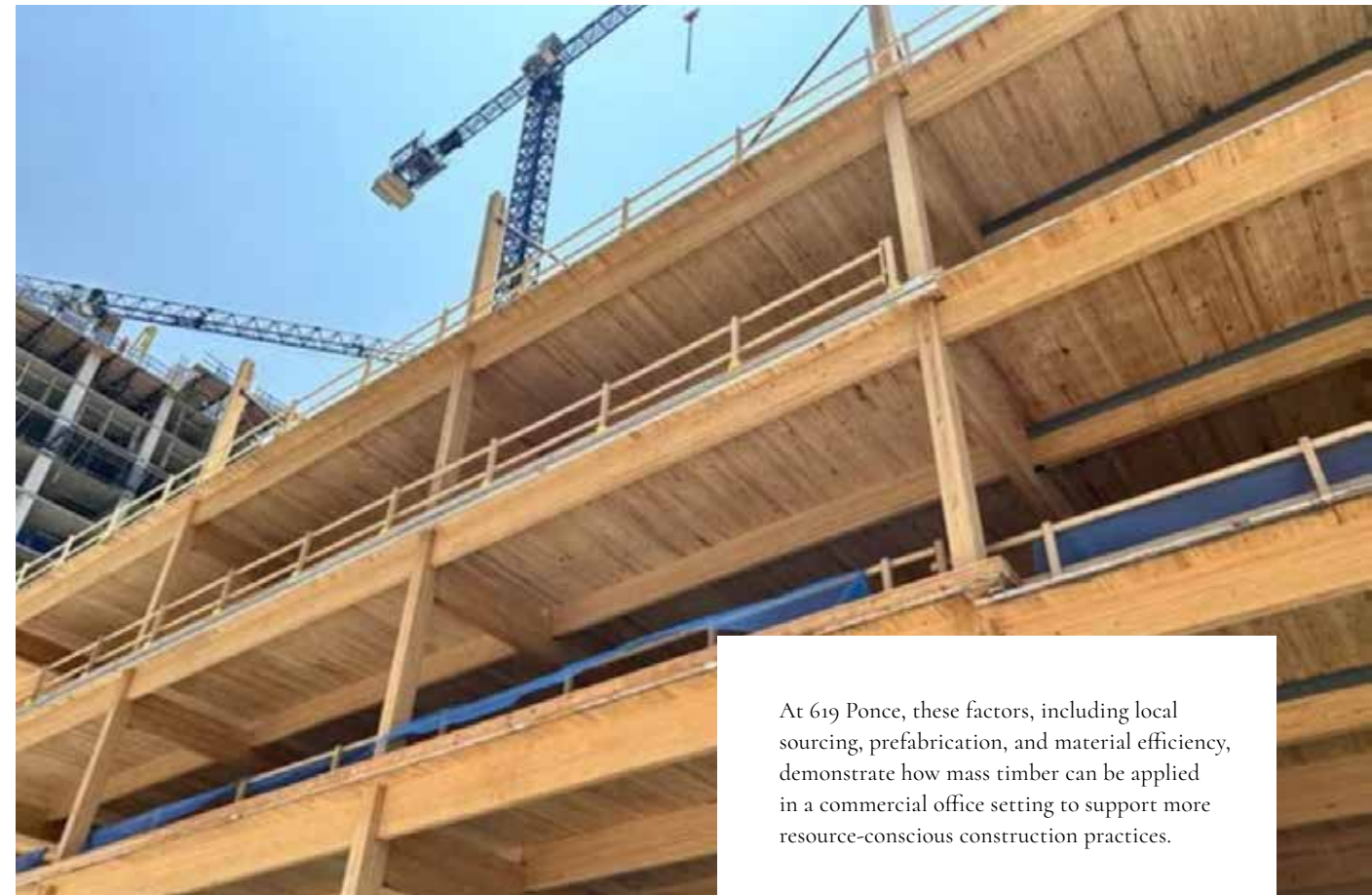
It was Atlanta's first Georgia-grown mass timber building utilizing a regional supply chain of Southern Yellow Pine.

The use of prefabricated wood panels also influenced construction performance. Components were manufactured offsite using computer numerical control (CNC) equipment for precise cutting. This process minimized material waste and allowed for efficient on-site assembly. It also reduced the amount of on-site labor required and contributed to a more controlled construction environment.



In addition to construction efficiencies, mass timber offers carbon-related advantages. Wood acts as a carbon store, and when sourced from responsibly managed forests, it can be replenished over time. Compared to more carbon-intensive materials like steel and concrete, mass timber systems can lower the embodied carbon associated with a building's structure.

Material sourcing was a key factor in the project's overall impact. Most of the timber was manufactured and delivered from within a 200-mile radius of the jobsite, which reduced transportation-related emissions while supporting regional forestry and manufacturing industries.



At 619 Ponce, these factors, including local sourcing, prefabrication, and material efficiency, demonstrate how mass timber can be applied in a commercial office setting to support more resource-conscious construction practices.

# THEODORE ROOSEVELT PRESIDENTIAL LIBRARY

JE Dunn delivered one of its most ambitious sustainability efforts with the Theodore Roosevelt Presidential Library, a project designed to reflect Roosevelt's legacy of conservation while advancing high-performance building practices.



We're not just preserving history here; we're building history for someone else to preserve.



**Steve Fore**  
GENERAL SUPERINTENDENT

The project is pursuing multiple leading certifications, including the Living Building Challenge (LBC) Living Certification, LEED Platinum certification, and SITES Platinum certification, each of which requires a rigorous approach to energy, water, materials, and site design. LBC sets a particularly high bar for performance. With only about 35 LBC Living-certified buildings in the world to date, it remains one of the most demanding sustainability standards globally. Projects must operate with net-positive energy, significantly reduce water use, and meet strict material transparency requirements. These standards influence decisions across design and construction, requiring close coordination between project partners and careful selection of systems and materials.

## SUSTAINABILITY AT A GLANCE

**ZERO GOALS** Energy, Water, Waste, Emissions

**ACCREDITATIONS**  
LIVING CERTIFICATION  
Pursuing LBC, LEED Platinum, SITES Platinum

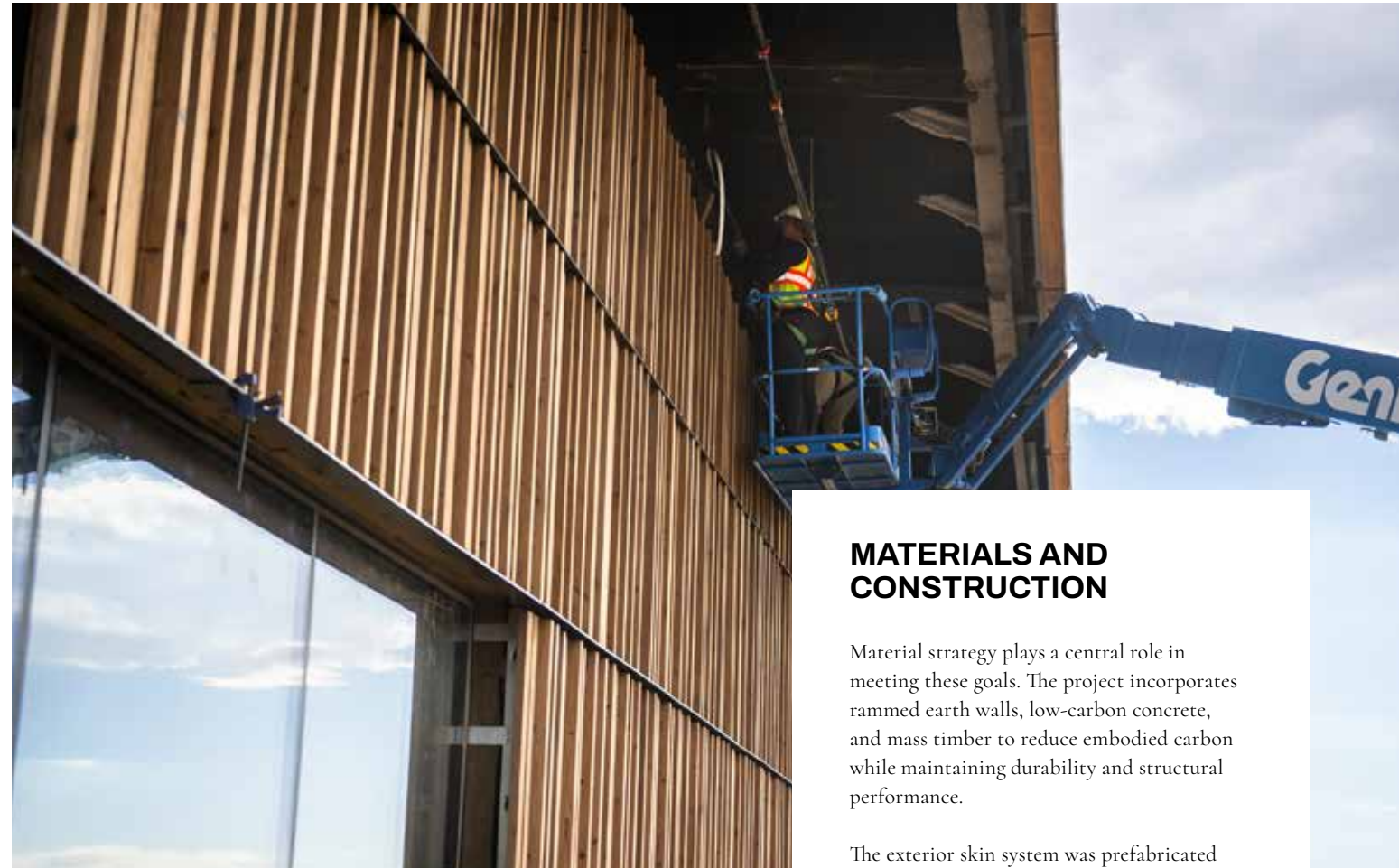
**RENEWABLE ENERGY**  
**352-kW**  
PHOTOVOLTAIC ARRAY  
702 panels - supporting on-site renewable energy

**CONSTRUCTION INNOVATIONS**  
Prefabrication and on-site panel installation

**GEOHERMAL WELLS**  
**216 Wells**  
Each reaching 300 feet deep, for efficient heating and cooling

**MASS TIMBER STRUCTURAL SYSTEM**  
To date largest mass timber undertaking in North Dakota

**NATIVE PLANTS**  
**140,000+**  
on Green Roof, 60 species



## MATERIALS AND CONSTRUCTION

Material strategy plays a central role in meeting these goals. The project incorporates rammed earth walls, low-carbon concrete, and mass timber to reduce embodied carbon while maintaining durability and structural performance.

The exterior skin system was prefabricated in Kansas City by Form Off-Site Solutions® using FSC-certified wood. Fabricating these components in a controlled environment improved precision, reduced material waste, and allowed for more efficient installation in the field.

Prefabrication also affected construction operations by reducing the number of workers required on site and creating a more predictable installation process, supporting quality control and limiting jobsite disruption.



Nobody could point to a playbook for this project. We were asking our teams, our trades, and our suppliers to solve challenges none of us had tackled before, which meant collaboration was required from day one.

**Marc Mellmer**  
NORTH DAKOTA OFFICE LEAD AND PROJECT EXECUTIVE

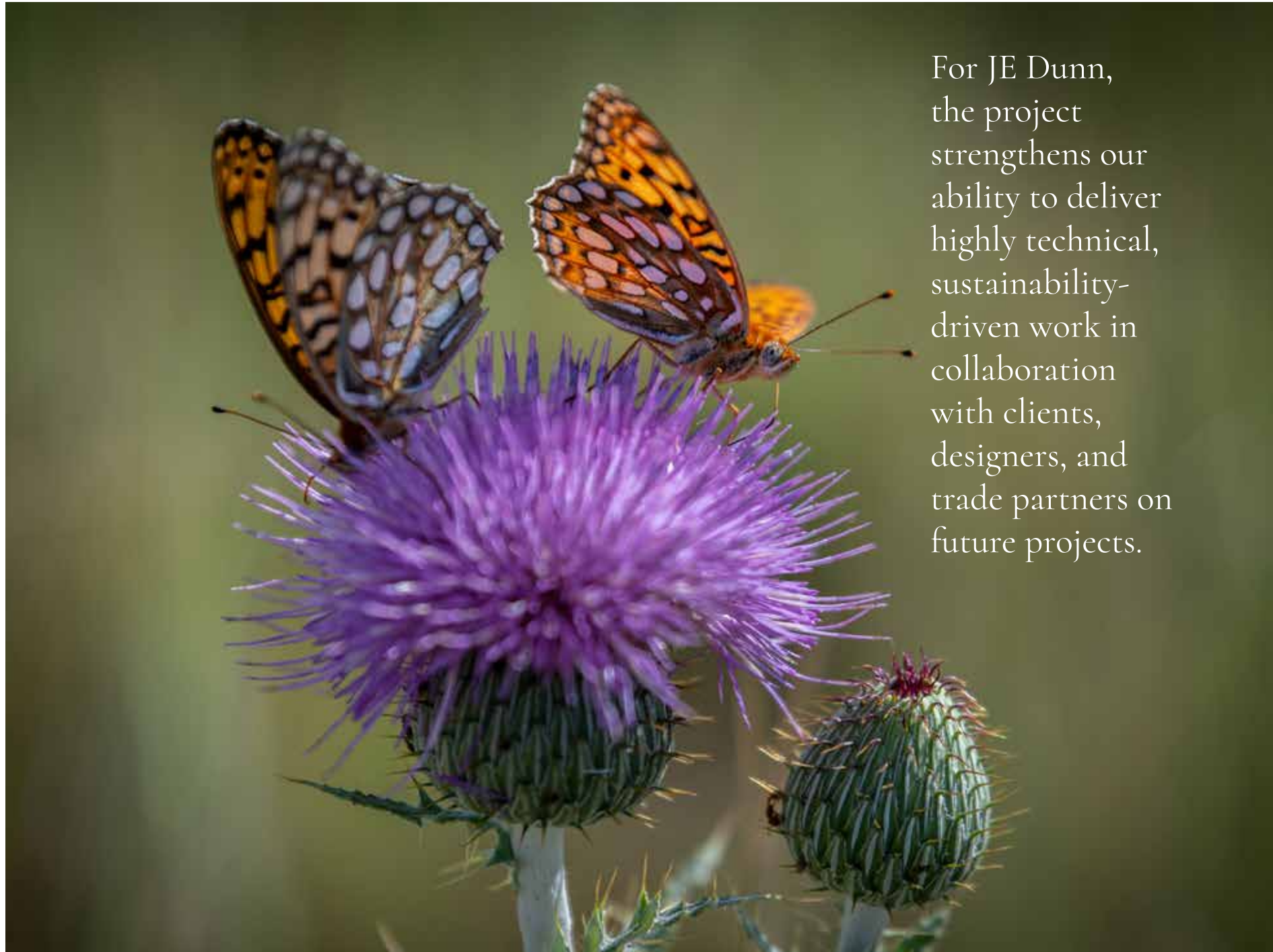




## NATIVE PLANT PROJECT

Site and landscape strategies further contribute to the project's overall performance. The design includes a 2-acre walkable green roof with more than 140,000 native plugs across 60 regional species, supporting biodiversity and aligning with the project's broader environmental goals. The library's efforts to restore the prairie which encompassed 290,000 native plants were supported by partnerships with Resource Environmental Solutions (RES) and North Dakota State University (NDSU).

Through its integration of advanced materials, prefabrication, and high-performance design standards, the Theodore Roosevelt Presidential Library demonstrates how complex sustainability frameworks can be applied in practice.



For JE Dunn, the project strengthens our ability to deliver highly technical, sustainability-driven work in collaboration with clients, designers, and trade partners on future projects.

# AUSTIN CONVENTION CENTER

When it reopens in 2029, the Austin Convention Center will be setting a global standard as the world's first Zero Carbon Certified Convention Center. Building on the previous facility's LEED O+M Gold certification, and powered by renewable energy, the new convention center will emerge as a leader in environmental stewardship.



Championing such high sustainability goals and working to reduce the overall carbon footprint and environmental impact of the building makes it extra special. To be the first Zero Carbon Certified Convention Center in the world is something only one project and team can ever claim.

**Greg Euston**  
PROJECT EXECUTIVE



The city set this project up for success by allocating the funds needed for sustainable building practices, like the salvaging of materials, working with low-carbon steel and concrete, utilizing all-electric kitchen equipment, and use of bird-safe glazing. This allowed our JE Dunn + Turner Joint Venture team to provide proactive sustainability recommendations and tailored building solutions and will help us deliver a project that is truly ahead of the industry in these efforts. We're proud to partner with a client that has the values and supports a more responsible and sustainable construction process.

**Greg Euston**  
PROJECT EXECUTIVE

## SUSTAINABILITY AT A GLANCE

**100%**

Of building operations to be powered by **RENEWABLE ENERGY**

**ZERO**

on-site carbon emissions

### REDUCED EMBODIED CARBON AND GREENHOUSE GAS EMISSIONS WITH:

- Mass timber trusses
- Low-carbon concrete
- Reused materials
- Off-site carbon offsets

### PURSUING INTERNATIONAL LIVING FUTURE INSTITUTE'S (ILFI) ZERO-CARBON CERTIFICATION

To date 122 buildings have registered as following the standards but only 10 have been certified.

The City of Austin and a joint venture of JE Dunn + Turner Construction have partnered to deliver an expanded facility offering 620,000 SF of rentable space, including 70,000 SF outdoors. The reimagined center will feature flexible exhibit halls, state-of-the-art conference rooms, ballrooms, and an event concourse hall with mass timber ceilings, making it an ideal space to host everything from intimate gatherings to large-scale conventions.

To achieve Zero Carbon Certification, embodied carbon must be reduced in building materials by 20%, operational carbon use reduced by 20%, and no carbon combustion onsite during building operations. To meet these goals, the JE Dunn + Turner Joint Venture team identified low-carbon steel mills, partnered with local suppliers to develop low-carbon concrete mixes, repurposed salvaged materials from the previous convention center, and utilized hybrid generators, electric equipment, and solar lighting to minimize on-site carbon use.



# JE DUNN HEADQUARTERS RENOVATION

JE Dunn's headquarters renovation reimagines the six-story, 190,157-square-foot home office to better support evolving work styles, future growth, and the collaborative culture at the heart of the employee-owned company.



**#18**  
**ENR**  
**GREEN**  
**BUILDER**

**180+**  
**LEED**  
**PROJECTS**

**228**  
**LEED AP**



The redesign introduces new indoor/outdoor social areas, expanded and flexible meeting spaces, enhanced workstations, and refreshed finishes throughout.

Sustainability and circularity shaped every decision. Rather than demolish, the project strategically repurposed the existing precast concrete structure and raw materials and diverted 107 tons of materials from landfills — 60% recycled, 27% donated, and 8% resold — generating nearly \$70,000 in charitable contributions and delivering environmental benefits equivalent to growing 2,316 tree seedlings for 10 years.

The headquarters is Missouri's first WELL Gold-certified building and also achieved LEED Gold certification.

JE Dunn is currently pursuing WELL Platinum for the updates made during the renovation.



Sustainability challenges us to think differently and continuously improve how we build through smarter materials, emerging technologies, alternative fuels, and more efficient delivery. At JE Dunn, we approach sustainability as a catalyst for better outcomes — enhancing the human experience and creating long-term value for our clients, our projects, and the environment. When these ideas are integrated into our projects and our business, they fundamentally shape how we define quality, performance, and long-term value in the built environment.

*Julianne Laue*  
**ENVIRONMENTAL & SUSTAINABILITY DIRECTOR**



## SUSTAINABILITY AND PHILANTHROPY

A key focus was diverting nearly all existing furniture from landfills. Items were reused, donated to local nonprofits or recycled to support sustainability goals and community organizations throughout Missouri. JE Dunn offered the remaining furniture to employees to buy, which further reduced waste and raised more than \$10,000. To double the impact, JE Dunn matched all employee contributions, resulting in more than \$20,000 donated to local nonprofits.

## LEADERSHIP SPOTLIGHT

Sustainability at JE Dunn is led with a focus on accountability, practicality, and alignment with client goals. As Environmental and Sustainability Director, Julianne Laue brings more than 25 years of experience across design, operations, and construction to guide this work.

Over the past year, Julianne has led JE Dunn through a dynamic and uncertain sustainability landscape. While federal requirements have shifted, many clients have continued to raise the bar, particularly in sectors with complex performance and reporting needs. This environment has created new opportunities to innovate.

Julianne works closely with project teams, clients, and partners to translate sustainability goals into clear, achievable strategies. This includes supporting carbon tracking and reporting requirements, guiding material selection, and identifying opportunities to reduce environmental impact while maintaining constructability and cost alignment. Her leadership also extends to building capability across the company. Julianne has overseen a



renewed commitment to sustainability training and expertise, expanding access to third-party certifications such as LEED and Living Building Challenge (LBC), and supporting employee-owners in developing the skills needed to meet evolving client expectations.

Partnership remains central to this work. By collaborating with industry partners and listening to clients, Julianne helps position JE Dunn as a trusted partner that can turn sustainability requirements into measurable results across projects.

Working on Teddy Roosevelt Presidential Library, a project with rigorous sustainability goals new to the owner, architect, and JE Dunn has created a team unlike any I have worked with before. With a common goal, we are learning together, listening to each other, and collaborating in a way that makes the project healthier and relationships stronger. These partnerships have created unique bonds with positive impacts that will continue well after building turnover and beyond the project boundary.

*Christine Beaubien*  
**SUSTAINABILITY PROJECT MANAGER**



Advancing sustainability in the construction industry — particularly in addressing embodied carbon — requires a collective effort. No single individual can drive this work alone. Progress depends on contributions across the project team, from engaging with concrete suppliers on available mix options, to evaluating equipment choices, to collecting and analyzing data to understand project performance. Each role plays a part in creating incremental, meaningful improvement.

*Mary Roggenbuck*  
**SUSTAINABILITY MANAGER**



# GOVERNANCE AND ACCOUNTABILITY

## GOVERNANCE STRUCTURE

JE Dunn’s governance framework, overseen by our Board of Directors, is designed to promote consistency, accountability, and regulatory compliance across the organization. Policy oversight is managed through a centralized Policy Management Committee, which is responsible for the development, review, approval, and communication of company policies. The committee meets quarterly and works in close coordination with Legal, Human Resources, Risk, Business Operations leadership, and Payroll to ensure policies align with applicable laws, employment practices, and regulatory requirements.

Regulatory compliance is supported through cross-functional collaboration, with a Regulatory Compliance Committee that meets quarterly and includes Legal and Compliance working closely with HR and Payroll to monitor regulatory developments, manage compliance obligations, and provide guidance across the organization. This structure supports clear ownership, disciplined oversight, and transparent communication of expectations.

## ETHICAL OVERSIGHT

Ethical oversight at JE Dunn is led by the Legal and Compliance functions, including the Chief Legal Officer, which are responsible



for administering the company’s ethics and compliance program. JE Dunn maintains a comprehensive Code of Business Ethics and Conduct, supported by required training and established processes for reviewing and addressing reported concerns.

JE Dunn provides multiple channels for raising ethics or compliance concerns, including external-facing and internal reporting options available through the company website, internal platforms, and direct reporting mechanisms. These options include phone, email, and electronic reporting tools, ensuring concerns can be raised in a manner that is accessible and appropriate.

This approach reinforces JE Dunn’s commitment to integrity, accountability, and responsible business practices and provides employees and external stakeholders with clear avenues to raise questions or concerns without fear of retaliation.

## GOVERNANCE FOCUS AREAS

The following governance-related disciplines are led by subject matter experts within the organization and are addressed separately within the Impact Report: quality, safety, and risk management.



## QUALITY

Quality is not owned by one team or checked at the end of a project. Quality is embedded in our culture and shared across every role, phase, and project. It reflects our commitment to our guiding principle of doing the right thing, even when it requires additional scrutiny and collaboration upfront to achieve the best long-term outcome.

That mindset dates back to the 1960s, when three JE Dunn employees reviewing a senior living project identified critical issues within the original structural design. Their willingness to question the plans and conduct an additional review established what would become a foundational JE Dunn practice: peer reviews. At a time when independent constructability reviews were uncommon, that extra layer of diligence helped ensure the building would safely stand the test of time.

Today, that same spirit of accountability shapes our “Focus 4 Quality” framework: constructability and third-party peer reviews, pre-installation meetings, mockups, and first work-in-place inspections. These practices are integrated early in project planning to align teams around expectations, sequencing, performance standards, and execution before work begins in the field.

Our approach is intentionally proactive. By identifying and resolving issues early, teams help protect schedule, budget, and project outcomes while reducing avoidable rework. More importantly, it reinforces that quality is everyone’s responsibility.

**SAFETY**

Safety is our top priority on jobsites and in offices from coast to coast. JE Dunn’s guiding principles of families first and well-being shape how we approach every job, every environment, and every decision. Our goal is simple: Send people home in the same condition they arrived.

That commitment is supported by robust safety training, consistent field engagement, and a culture where everyone is empowered to speak up when something does not look right. All JE Dunn employees complete required annual safety training in addition to ongoing

monthly learning opportunities focused on jobsite awareness, risk identification, and continuous improvement.

We believe safety is more than compliance. It requires accountability at every level of the organization and active participation from every person on site. JE Dunn supports our trade partners with the resources and support they need to understand our safety culture and bring best practices to future jobs. Reinforcing open communication, shared responsibility, and proactive planning, creates environments where people can perform their best work safely.



**RISK MANAGEMENT**

JE Dunn’s risk management approach is designed to proactively identify, assess, and mitigate risks throughout the lifecycle of construction projects. Emphasizing a culture of safety and accountability ensures that risk management is seamlessly integrated into every phase of a project, from preconstruction to project closeout. JE Dunn utilizes a comprehensive risk assessment process that includes regular reviews, input from stakeholders, and the use of advanced technology to track and monitor potential hazards.

JE Dunn’s mitigation strategy is layered — combining preventative measures, contingency planning, and ongoing monitoring. Our Risk Management team uses specialized software to track risk indicators and general real-time reports.

The team leverages internal tools and processes to protect the company and create opportunities for growth. This includes our internal Trade Partner prequalification system (TradeTapp), and our licensed bonding agency (William Henry Agency) for project bond needs.



**SAFETY**  
EVERYONE.  
EVERYWHERE.  
ALL THE TIME.

10,156

**SAFETY COURSES COMPLETED**

1.4X increase from 2024 to 2025

**SAFETY CULTURE**

- Supervisor Training in Accountability and Recognition Techniques (START)
- Safety Culture Excellence Workshop (SCEW)
- Frontline Supervision Training
- OSHA 30 Hour
- NFPA 70E
- First Aid/CPR/AED

**TRIR**

0.61

Total Recordable Incident Rate  
**2.2 INDUSTRY STANDARD**

**DART**

0.15

Days Away Restricted or Transferred  
**1.3 INDUSTRY STANDARD**

**EMR**

0.35

Experience Modification Rate  
**1.0 INDUSTRY STANDARD**



# OUR COMMITMENT

## LOOKING AHEAD

For more than a century, JE Dunn has grown by staying true to a simple idea: when you lead with integrity and take care of people, the work follows. While the world around us continues to change, that belief remains constant. Our approach to impact is not about chasing trends or checking boxes, it's about applying our guiding principles to today's challenges with the same care and accountability that have shaped our past.

Looking ahead, we will continue to strengthen how we support our people, invest in the communities where we live and build, and operate our business responsibly. We know this work is ongoing. It requires listening, learning, and evolving with intention. Progress may not always be linear, but our commitment to doing the right thing will not waver.

As we move forward, we remain focused on building lasting value — for our employees, our partners, our clients, and the communities we serve.



That focus has carried us through more than 100 years of business, and it will continue to guide how we show up today and for generations to come.

