



FLATIRON

2025 Sustainability Plan

Flatiron is the trusted partner to deliver innovative solutions to infrastructure challenges.

We transform infrastructure.

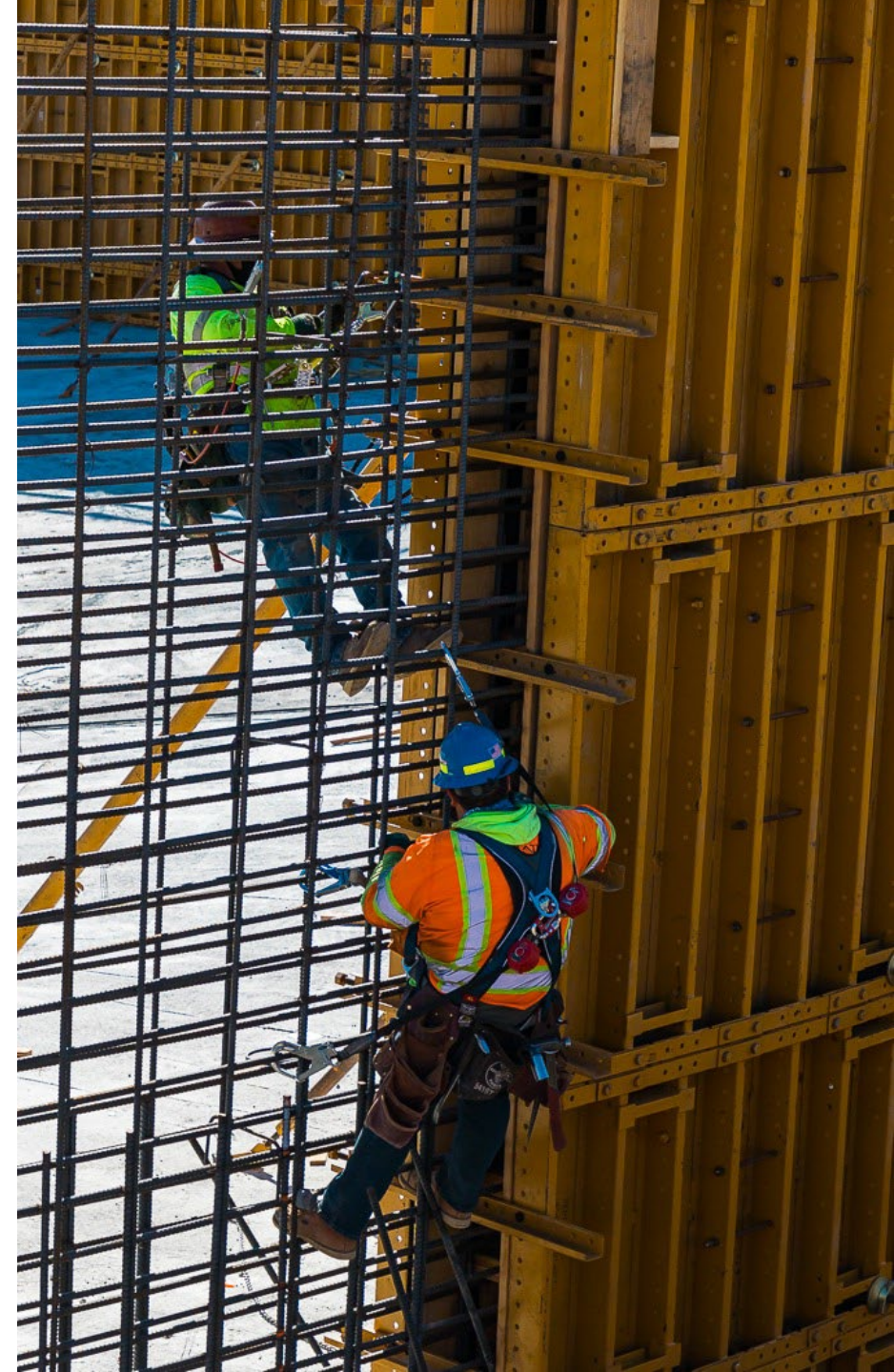
Across the U.S. and Canada, Flatiron collaborates with public and private clients to deliver heavy civil infrastructure – including highways and bridges; aviation, rail and transit; dams and water treatment facilities; and underground projects. Our work helps people move more efficiently and builds stronger, more resilient communities.

Currently, the construction industry accounts for nearly 50% of global energy consumption and more than 35% of the world's CO2 emissions.

At Flatiron, we will find the most sustainable ways to lower the company's carbon footprint, to run the company with the highest ethical standards and to ensure Flatiron is an integral part of the communities where we build.

This Plan is the framework of how we will do just that. It outlines the commitments to reducing our carbon emissions to become carbon neutral to support the world's objective of slowing global warming. It also guides the company's relationships with employees, vendors, partners and communities.

We believe Flatiron's 2025 Sustainability Plan will guide us to grow the company in the most sustainable way.





Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

United Nations, 1987

There are many different definitions of sustainability, especially as it has been only recently applied to businesses and in the corporate setting.

Most definitions of sustainability rely on the concept of preservation of finite resources – such as water and land – for future generations. Some also focus on avoiding excessive carbon dioxide emissions to prevent further effects of climate change.

At Flatiron, our definition of sustainability encourages development in a way that preserves the ability for future growth, without depleting resources that we currently rely on and will need in the future.

Sustainability + ESG

At Flatiron, we think of **sustainability** as the roof – and ESG as the pillars supporting that roof. The environmental, social and governance principles will guide us to reach the ambitious commitments we've made in this Sustainability Plan.

ESG provides the framework for our commitments and is recognized by the industry, governing bodies and financial institutions.

Flatiron's commitments are aligned with global standards, best practices and with the HOCHTIEF group.



We're Committed

Sustainability is not a checklist nor another task to complete. It is a way of life – and the right thing to do.

Here at Flatiron, environmental, social and governance principles are the foundation of our sustainability plan. The plan is our roadmap to a cleaner planet, stronger communities and long-term financial stability for the company. Furthermore, we believe that these commitments are already embedded in how we run our projects, and the business, every day.

Flatiron is transforming infrastructure for a better tomorrow by:

- Protecting the environment,
- Enhancing the well-being of our employees and the people in the communities where we live and work, and
- Running the business ethically and with high integrity.

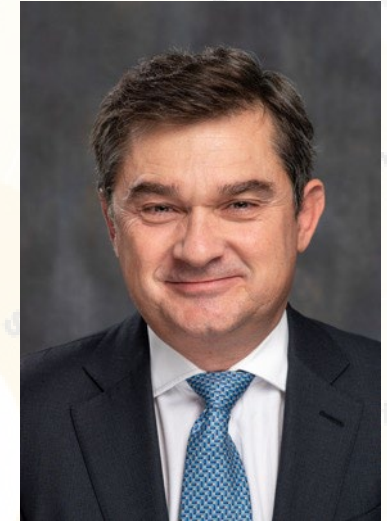
We are fully aligned with the HOCHTIEF group on these commitments and understand that achieving these goals will take time and focus. We have measurable goals to track our progress on this journey.

At Flatiron, we believe this work is critical not only for the company but also for every employee and every community where we live and work. Our infrastructure projects are essential to North America and we know that we can deliver these projects sustainably.

Thank you for walking beside us on this journey.



Javier Sevilla
President &
Chief Operating Officer



Adolfo Valderas
Executive Chairman,
Board of Directors



Environmental

Environmental Commitments & Actions

Flatiron has a long history of providing environmentally conscious and sustainable infrastructure construction.

We collaborate with our clients, partners and governmental agencies to ensure our projects excel in environmental and sustainable practices.

Throughout Flatiron, everyone has the ability to make a difference through sustainable and environmentally-conscious actions, both at work and at home. We emphasize awareness, communication, responsibility, accountability, environmental procedures, training and education. We ensure every employee has the opportunity to make a difference by providing sustainable and environmentally conscious methods and management in their daily activities.





Mitigating Climate Change

Environmental

Flatiron's plan addresses three scopes of greenhouse gas (GHG) reduction, in three phases and timelines. These scopes are aligned with the Global Reporting Initiative (GRI) and HOCHTIEF.





Our Commitments

Climate Change

Environmental

The Why

Working with our clients across North America, we can do our part to reduce the carbon footprint of our projects.

Flatiron's **leadership** and **cooperation** with our clients, partners and suppliers will help us all reach net zero.

Reaching "Net Zero" is when we remove, or balance, the same amount of greenhouse gases from the atmosphere that we emit as a company.

Commitments

1. Reach carbon neutrality "Net Zero" by the end of 2045.
2. Encourage construction projects to calculate their carbon footprint.





Our Commitments

Climate Change – Scope 1

Environmental



Commitments

3. Reach carbon neutrality for scope 1 emissions by the end of 2038.
4. Reduce scope 1 emissions by at least 20% by the end of 2025 compared to 2019.

How We Get There

- Increase hybrid and electric fleet vehicles and equipment.
- Reduce use of fossil fuels.
- Increase renewable fuel and renewable energy consumption.
- Increase efficiency of deployed equipment.
- Stimulate innovations to reduce impacts of climate change.



Environmental

Our Commitments

Climate Change – Scope 2



Commitments

5. Reach carbon neutrality for scope 2 emissions by the end of 2038.
6. Reduce scope 2 emissions by at least 35% by the end of 2025 compared to 2019.

How We Get There

- Map reduction goals of emissions.
- Measure energy consumption of projects and offices.
- Reduce electricity consumption.
- Increase use of renewable power.



Environmental

Our Commitments

Climate Change – Scope 3



Commitments

7. Reach carbon neutrality for scope 3 emissions (relevant categories) by the end of 2045.
8. Verify Net Zero path - consistent with limiting temperature rise to 1.5 C - by the end of 2023.

How We Get There

- Strategic cooperation with major suppliers and clients.
- Define and integrate relevant environmental KPIs (especially GHG emissions) in procurement process.
- Reduce carbon emissions from business travels.
- Determine science-based target pathway for Net Zero.



Our Commitments

Sustainable Products and Services

Environmental

Commitments

1. Stimulate innovation and develop sustainable products and services.
2. Provide sustainable solutions in bidding and/or during preconstruction processes* of at least 50% of the construction projects (excluding bid-build) by the end of 2025.
3. Increase the revenue from certified projects, year over year. For collaborative delivery models, develop business cases for project owners to adopt project certification.

*where possible due to project requirements

How We Get There

- Promote sustainable infrastructure and other innovative products.
- Utilize sustainability assessments in the preconstruction process.
- Develop a roadmap for certification.
- Monitor and measure effectiveness.
- Stimulate and implement innovations to reduce impacts of climate change.

The Why

Our innovations and creativity, on a daily basis, solve problems and provide long-term solutions.

Our experience is the foundation to deliver sustainable products, services and solutions to our clients that meet their requirements. Our collaborative delivery model is key to helping our clients navigate the environmental risks or challenges of their projects.



Commitment in Action

Sustainable Products and Services

Environmental

LAX APM Earns Envision Gold Award

The Los Angeles International Airport (LAX) Automated People Mover (APM) train system earned an Envision Gold certification for Sustainable Infrastructure from the Institute for Sustainable Infrastructure (ISI) in 2022.

“Sustainable development within our growing communities is vital as are our infrastructure needs to become more resilient to a changing climate,” said Shaun Flater, Flatiron’s Director - Environmental. “Our daily contribution to environmental justice, social equity and collaboration with our clients and communities is ever present on our projects.”

The ISI noted that the LAX APM project scored exceptionally well across many indicators in the Envision framework pertaining to improving quality of life, from minimizing light pollution, noise and vibration, to improving mobility and access to convenient and sustainable transportation options. In many of these areas the project team, managed by LAX Integrated Express Solutions (LINXS), went above and beyond the highest requirements outlined in Envision, earning the team additional accolades for their accomplishments.

COMMITMENT

Increase the revenue from certified projects, year over year.



**Environmental**

Our Commitments

Circular Economy

The Why

Flatiron emphasizes circular economy by finding new ways to reuse materials, eliminating waste and keeping products out of landfills.

Throughout North America, Flatiron has a long history of implementing circular economy practices such as asphalt and concrete material reuse, steel and wood recycling along with other waste reduction techniques.

Commitments

1. Zero waste to landfill by the end of 2045.
2. Annual waste recycling rate of at least 80% by the end of 2025 and consistently increase the rate.
3. Reduce self-generated hazardous waste to less than 1% of total waste by the end of 2030.
4. Promote reuse and steadily increase the rate of recycled building materials.

How We Get There

- Promote life cycle assessments and proactively engage with clients.
- Identify major sources of hazardous and non-hazardous waste.
- Explore waste reduction techniques, disposal method alternatives, and innovations on projects.
- Encourage zero waste best practices.



Our Commitments

Circular Economy

Environmental



Commitments

5. Promote life-cycle/circularity analyses by actively engaging clients. Flatiron will analyze at least 15 construction projects by the end of 2025.
6. Increase the share of construction projects recording building materials digitally (BIM 6D) by at least 10% year to year.
7. Have in-house experts on circular economy by the end of 2023 and ensure knowledge transfer among employees.

How We Get There

- Increase employee training on Circular Economy.
- Encourage zero waste best practices.
- Continue involvement of sustainability/zero waste efforts throughout all project stages, beginning in preconstruction.



Commitment in Action

Circular Economy

Environmental



COMMITMENTS

- Zero waste to landfill by the end of 2045.
- Annual waste recycling rate of at least 80% by the end of 2025.

2022

Los Angeles World Airport California

86.7% waste diversion from the landfill

Anderson Dam California

Recycled 88,000yd³ of earth material

540 Expressway North Carolina

100% demolished asphalt and concrete recycled

Dallas Love Field Texas

All demolished materials recycled



Our Commitments

Water Protection

Environmental

Commitments

1. Promote water protection on all projects.
2. Measure and monitor water consumption on all projects by the end of 2023.
3. Implement water protection plans and execute corresponding measures in 100% of the projects in water-stressed areas by the end of 2023.
4. Reduce water consumption and recycle/reuse at least 10% of water withdrawn annually.

How We Get There

- Identify projects in high or above water-stressed areas.
- Implement water protection plans and training.
- Implement actions to reduce water consumption in water stressed areas.

The Why

Water is a vital, limited resource.

Partnerships with our clients create successful sustainable infrastructure solutions that address today's challenges and tomorrow's needs.



Our Commitments

Biodiversity & Ecosystems

Environmental

The Why

Flatiron is committed to avoidance and mitigation strategies, as well as promoting the resilience of our ecosystems.

Our commitment to compliance and awareness will ensure we proactively contribute to preserving ecosystems and when possible, increase biodiversity.

Commitments

1. Create awareness and preserve biodiversity and ecosystems on all projects.
2. Implement biodiversity management plans in 100% of the projects in nature-sensitive areas by the end of 2023.
3. Implement long-term initiatives to proactively preserve ecosystems and increase biodiversity.
4. Monitor, measure and quantify impacts on biodiversity by the end of 2024.

How We Get There

- Increase employee training on biodiversity.
- Implement biodiversity management action plans on projects in environmentally-sensitive areas.
- Establish and implement long-term initiatives to proactively preserve ecosystems and increase biodiversity.



Our Commitments

Global Environmental Management

Environmental

Commitments

1. Increase the percentage of employees covered by environmental management system certification (ISO 14001) to at least 90% by the end of 2025.
2. Increase awareness and knowledge on relevant environmental topics through training at least 50% of the employees by the end of 2025.
3. No environmental incidents with severe environmental damage.

How We Get There

- ISO 14001 certification earned in 2022.
- Environmental management system at Flatiron implemented.
- Begin annual surveillance.
- Deploy environmental and sustainability trainings companywide.

The Why

Environmental management creates the foundation to deliver sustainable projects, manage environmental risk, increase knowledge and create new opportunities for business success.





Our Commitments

Global Environmental Management

Environmental

Commitments

4. Increase accountability by defining and implementing a uniform environmental accounting and reporting standard.
5. Increase frequency of internal consumption disclosure to semi-annually on corporate and project levels.

How We Get There

- Flatiron departments manage the responsibility of environmental accounting and reporting.
- Submit metrics on required topics quarterly.
- Train on departmental data tracking and reporting.





Commitment in Action

Global Environmental Management

Environmental

Environmental Management System Earns Prestigious Certification – ISO 14001

Flatiron earned international certification for our environmental management systems. This certification speaks to our deeply-ingrained environmental standards and strong compliance programs. This certification recognizes Flatiron's commitment to sustainable construction practices on infrastructure projects across North America.

To earn the ISO 14001 certification, Flatiron demonstrated our environmental management systems and passed an independent audit.

COMMITMENT

- Increase the percentage of total employees covered by Environmental Management System Certification (ISO 14001) to at least 90% by 2025.

Dig Deeper





Social Commitments & Actions

Flatiron's people are the heart of the business.

We're focused on building an environment where individuals:

- are healthy and work safely,
- are valued and feel that they belong
- have the opportunity to grow, (personally and professionally), and
- make a positive contribution to the business and the communities where we live and work.





Social

Our Commitments

Health & Safety

Commitments

1. Accident-free project delivery; zero fatalities of employees or contractors.
2. LTIFR of 0.21 by the end of 2025 and 0.18 by the end of 2030.
3. 100% of new hires trained on health and safety by the end of 2023.
4. Increase contractor training and awareness of health and safety issues by the end of 2025 to lower accident rates.
5. 100% of employees covered by Occupational Health and Safety Administration certifications such as ISO 45001 by the end of 2023.

How We Get There

- Focus on reduction of harm through our Serious Injury and Fatality (SIF) prevention program.
- Educate workers and supervisors on the hazardous energy wheel.
- Proactively manage cases and return-to-work programs.
- Properly orient, train and mentor all new employees on Flatiron's safety fundamentals.
- Track subcontractor incidents through Aclaimant.

The Why

Getting our employees back home safely is our top priority.

We emphasize communication, responsibility, accountability, safety procedures, as well as training and education.

Every employee is responsible for maintaining a safe worksite.



Social

Our Commitments

Workplace Variety

The Why

Flatiron recognizes that to remain successful, we must evolve who we hire to better reflect market shifts and North America demographics. In the shift to collaborative contracts, clients seek to work with companies that reflect the communities. Even as the infrastructure industry across North America grows, fewer people are entering the fields of civil and construction engineering. Specifically, we are seeing fewer engineers who are members of equity-deserving populations. This combination of business growth and a diminishing, diverse workforce is the business case for DEI.

Understanding the need and simply hiring more people from equity-deserving populations is an approach that continues to fail. A better approach is to build an inclusive work environment that starts with evolving the way our leaders coach and guide individuals and teams. We will start with inclusion, helping leaders understand the benefit of thinking more inclusively and creating an environment where everyone feels as though they belong at Flatiron.



This development effort will take the majority of 2023 as we spend most of our time focused on building capabilities and reinforcing behaviors. We will continue to source, hire and promote all employees with a special emphasis on people in equity-deserving populations. We believe a more inclusive work environment will help us retain talent thereby lowering our turnover rate.



Social

Our Commitments

Workplace Variety

Commitments

1. Increase women in senior management positions to at least 25% by the end of 2025.
2. At least 35% of new college graduate hires are female by the end of 2025. (mirroring the employment market)
3. Encourage generational diversity, foster close collaboration between older and younger professionals by the end of 2025.
4. Analyze gender pay gap to ensure fair remuneration in line with market conditions.
5. Break down and analyze the workforce by nationality and ethnicity, as far as legally possible.
6. Increase the percent of equity-deserving populations in all applicable roles each year.

How We Get There

- Identify gaps in ability of leaders to support and encourage inclusion and belonging as foundational to the company culture.
- Provide training and tools for leaders on inclusive leadership and how they acquire, onboard, develop and promote equity-deserving people and teams.
- Continue to build a pipeline of prospective employees from equity-deserving populations.
- Implement retention strategies to positively impact turnover especially of new college graduates at the 2-5 year anniversary date.
- Build on successful compensation analysis to include both pay equity and living wage factors.
- Leverage employee resource groups to raise awareness – as well as reinforce and encourage – desired behaviors. Continue to foster an inclusive culture through training and advancement of employee resource groups.



Social

Our Commitments

Training, Talent and Recruitment

The Why

Flatiron succeeds when individuals and teams make the most of their abilities, strengths, talents and opportunities.

Our learning and development team creates, promotes and fosters individual and organizational effectiveness.

This team develops and offers an array of innovative and diverse programs in support of Flatiron's commitment to employee growth.

We strive to create a learning environment where people feel welcomed, encouraged and included.

Commitments

1. Training hours increase to at least 20 hours per person by the end of 2023.
2. Annually increase employee training on sustainability-related topics.
3. Promote specific training programs for employees to achieve their career aspirations.

How We Get There

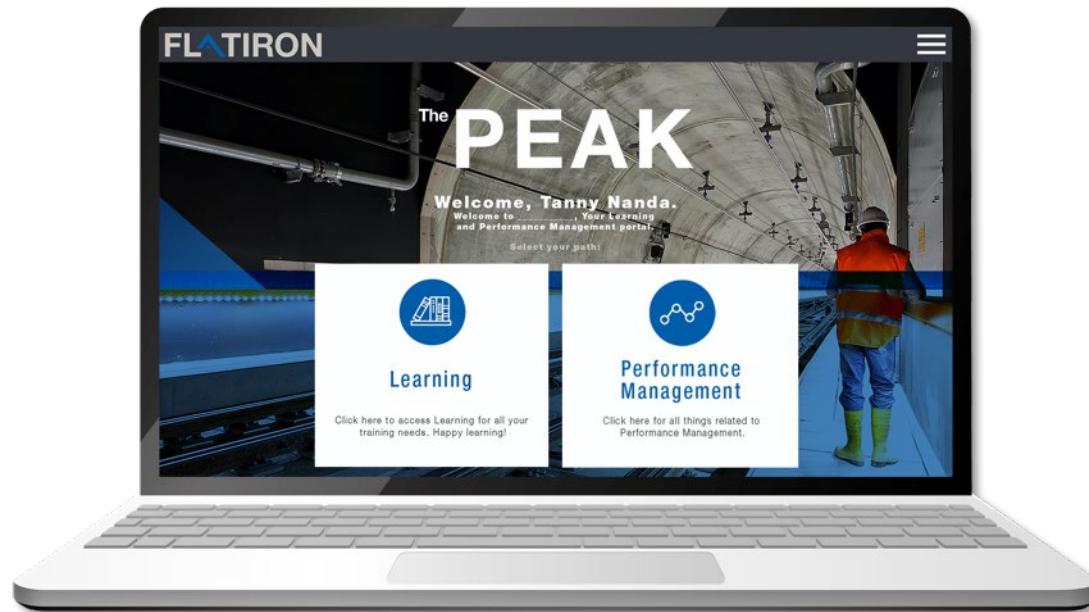
- Hold engineer forums for early career engineers.
- Launch an updated learning and performance platform, The PEAK.
- Develop leadership programs for high potential leaders in Flatiron.
- Increase learning opportunities for all employees through online, self-paced learning content.
- Provide language, tools and recommendations for when and where to apply inclusion and belonging into daily interactions across the workforce.
- Continue to offer technical training.
- Refresh and launch project management and superintendent training programs.
- Offer leadership, DEI and interpersonal skills training.
- Provide employees with a process and tools to drive their career journey.



Social

Commitment in Action

Training, Talent and Recruitment



COMMITMENTS

- Training hours increase to at least 20 hours per person by the end of 2023.
- Annually increase employee training on sustainability-related topics.
- Promote specific training programs for employees to achieve their career aspirations.

2022 *The PEAK: Taking Online Education to New Heights*

- Revamped learning and performance management platform to increase learning engagement with a modern experience.
- Content is curated based on job role and learning paths.
- Features a robust content catalog for cross-training as well as leadership and professional development.



Commitment in Action

Training, Talent and Recruitment



Engineer Forums: A Pathway to Career Growth

Flatiron hosts engineer forums where early-career engineers come together to learn from one another and from Flatiron experts. The forums build foundational knowledge and confidence.

The 2.5 days of training provide more than 20 hours of learning content. Topics include environmental management, career development and diversity, equity and inclusion.

COMMITMENTS

- Training hours increase to at least 20 hours per person by the end of 2023.
- Annually increase employee training on sustainability-related topics.
- Promote specific training programs for employees to achieve their career aspirations.



Social

Our Commitments

Working Environment

Commitments

1. Turnover ranges are measured and monitored.
2. Increase employee commitment by the end of 2025 compared to the last employee survey prior to 2020.

How We Get There

- Determine workforce breakdown by professional category.
- Conduct an engagement survey and implement action plans by the end of 2023.
- Analyze data to identify progress on efforts through the talent lifecycle.
- Adjust processes, training and development for better outcomes.
- Continue to strengthen the reach of employee communication media to all employees.
- Support team-leader communication initiatives and provide skills training.

The Why

Employees who have a sense of belonging at Flatiron are more engaged in their career growth and in the future success of the company. Our job sites and projects are dynamic and ever changing. In the office or in the field, the Flatiron culture should focus on health and safety, collaboration and supporting one another's success.





Social

Our Commitments

Social Activities

The Why

It's not enough to live where we build and build where we live. We want to create better communities through our volunteer activities and sponsorships.

At Flatiron, we are creating a culture where people have a strong sense of belonging – to the company and to their community.



Commitments

1. Increase the budget for donation and sponsorship by 3% annually through 2025 compared to 2019.
2. Improve measurement of volunteer projects by the end of 2025.
3. Promote corporate volunteer initiatives that focus on education and sustainable cities and communities.

How We Get There

2022

- Developed baseline budget for donations and sponsorship.
- Launched volunteer pay code within payroll for tracking.
- ELT approved up to eight hours of paid volunteer time.

Future

- Companywide announcement and launch of the initiative by the summer of 2023.
- Assess the need for an employee for companywide coordination of ESG/volunteer initiatives by the end of 2024.



Social

Commitment in Action

Social Activities

A Mission to Give Back

Aracely Hobday serves as president of the Westminster, Colorado, Public Schools Foundation. For her, it's a chance to give back to the Denver-area neighborhood where she grew up.

Dig Deeper

“Anybody can make an impact in their community.”

COMMITMENT

Promote corporate volunteering initiatives that focus on education and sustainable cities and communities.





Governance Commitments & Actions

Flatiron has deeply ingrained ethical standards and strong compliance programs.

At Flatiron, we run our projects and operations with the highest integrity and ethical standards.

We take pride in our ethical operations and value our working relationships with clients, partners and suppliers who share our goals.





Governance

Our Commitments

Sustainability Governance

The Why

The commitment to Sustainability starts at the top of our organization. Our leadership understands the importance of environmental, social and governance topics to the future growth and success of the company.

The Code of Conduct and Flatiron policies support our sustainability principles.

This approach is core to Flatiron being the trusted partner to our clients, vendors and communities.

Commitments

1. Integrate ESG targets into the compensation of the leadership team.
2. Integrate ESG issues into the risk management system by the end of 2022.

How We Get There

- Implement ESG goals in the company's variable pay plan (STIP) by the end of 2024.
- Establish ESG Criteria in Flatiron's BRC process/bid reviews (environmental risk, rating requirements, certification requirements, compliance needs, climate change mitigation and adaptation).



Governance

Our Commitments

Anti-corruption and Anti-bribery

The Why

Operating with the highest integrity and ethics is key to Flatiron's reputation and to earning new work.

Our governance framework is explained in our Code of Conduct details and policies to drive and track our sustainability approach and performance.

Commitments

1. All employees, including new hires, are trained in compliance.

How We Get There

2023: All employees will receive specifically targeted training for anti-bribery.

Ongoing

- Whistleblowing hotline available to all employees.
- Compliance champions available to address compliance concerns.





Governance

Commitment in Action

*Anti-corruption and Anti-bribery
Responsible Supply Chain*

Anti-Bribery Management System Earns Prestigious Certification

Flatiron earned international certification for our anti-bribery management systems in 2022. This certification speaks to our deeply ingrained ethical standards and strong compliance programs.

To earn the ISO 37001 certification, Flatiron demonstrated our compliance systems and passed an independent audit.

Why it Matters: Operating with the highest integrity and ethics is key to Flatiron's reputation and to earning new work.

Dig Deeper

COMMITMENTS

Certification encompassed our sustainability commitments including:

- *Anti-corruption and anti-bribery:* Maintain 100% of the employees trained in compliance
- *Responsible supply chain:* Include ESG criteria in 50% of the significant suppliers selection process (based on procurement spend) by the end of 2025.





Governance

Our Commitments

Human Rights

The Why

Flatiron is more than a construction company. We're an organization of people with diverse backgrounds and varied expertise who share a single focus on enhancing the well-being of people and communities.

We rely each other to make good decisions, to behave appropriately, to do the right thing. This is how we build trust within Flatiron and with the project clients, construction partners, suppliers and others with whom we work.

Commitments

1. Train 100% of the employees in human rights risks by the end of 2025.
2. Enhance the human rights management system.

How We Get There

- Conduct regular training and communication on human rights.
- Continuously assess and improve our training and human rights management system to ensure they are up to date and in accordance with applicable laws.



Governance

Our Commitments

Responsible Supply Chain

The Why

Understanding our supply chain and our partners allows us to foresee and mitigate risks in our projects.

We work with our vendors to help them understand the principles of environmental, social and governance and bring them along on our sustainability journey.



Commitments

1. Include ESG criteria in 50% of the significant suppliers selection process (based on procurement spend) by the end of 2025.
2. 50% of all significant suppliers receive a systematic, post-project assessment that will include environmental, social and governance criteria for all contracts completed by the end of 2025.

How We Get There

- Define and identify significant suppliers based on procurement spend and criticality.
- Continue the dialogue with key vendors.
- Define evaluation criteria for subcontractors and suppliers.
- Assess significant suppliers post-project.
- Record total consumption of building materials.
- Develop or purchase systems that will allow for both prequalification and post assessments.



Governance

Our Commitments

Sustainable Finance

The Why

We encourage long-term investments in sustainable economic activities and projects.

By taking environmental, social and governance considerations into account when making financial decisions, we promote sustainable development and innovation.

This will position Flatiron differently toward capital market players who engage in sustainable financing.

Commitments

1. Integrate ESG criteria into financial decisions.
2. Explore opportunities for ESG-linked financing.

How We Get There

- Make our ESG performance visible to the capital and financial markets (banks and insurance carriers).
- Increase our ESG ratings while driving new projects and activities to higher sustainability standards.
- Meet the standards that are necessary to access ESG-linked financing, thereby improving cost of capital.



Collaboration, Innovation and Digitalization Commitments & Actions

The Why

Collaboration, innovation and digitalization are part of every aspect of the ESG pillars. More importantly, they're part of how we already work every day.

Commitments

1. 50% of R+D+I projects in sustainable-related projects by the end of 2025.

How We Get There

- Use digital tools to track the progress in the ESG goals.
- Collaborate among all the departments and divisions to define the priorities for sustainability projects.
- Increase the use of BIM to manage projects digitally.





Commitment in Action

Collaboration, Innovation and Digitalization



Dig Deeper



Flying High

“This is probably the same way that some of this new survey equipment was 20-30 years ago. It looked like a fancy computer or fancy toy, but really, it has become standard practice.”

At Flatiron, innovation is at the forefront of our work. Take flight with I-95 Harnett County (North Carolina) Project Field Engineer, Andrew Walker as he shares his drone knowledge and expertise – playing a key role in the implementation of this valuable technology on Flatiron’s projects.

Andrew’s videos and photographs allow project managers to make better decisions to save our clients time and money.

COMMITMENT

50% of R+D+I projects in sustainable-related projects by the end of 2025.



Long-term Ambitions

Flatiron is committed to the ambitious goals we've set. While many of the practices are already part of our DNA, we understand that to reach some goals will require change to our daily operations.

We are in this for the long term.

Join us on our journey to a more sustainable company and planet.



80% recycling rate
Management plans on key projects



Accident-free project delivery
Culture of diversity, equity, inclusion & belonging



Net Zero emissions
Zero waste to landfills



Glossary

At Flatiron, we believe it is important to have a common understanding of terminology so that we can more quickly reach our goals as a team. Words and phrases in this glossary may be found in this document and/or be important to building that foundational understanding.

Concept	Definition
Anti-corruption and anti-bribery	Practices such as bribery, facilitation payments, fraud, extortion, collusion and money laundering; the offer or receipt of gifts, loans, fees, rewards or other advantages as an inducement to do something that is dishonest, illegal or represents a breach of trust. It also can include practices such as embezzlement, trading in influence, abuse of function, illicit enrichment and/or concealment and obstructing justice.
Biodiversity	All organisms, species and populations; the genetic variation among these; and all their complex assemblages of communities and ecosystems. It also refers to the richness and interrelatedness of genes, species and ecosystems as well as their interactions with the environment.
Biodiversity Management Plan	A plan that outlines means to identify, mitigate and monitor potential impacts to biodiversity, including species and habitats, within project limits, and particularly for projects in environmentally sensitive areas.
Building Information Modeling (BIM)	Building Information Modeling (BIM) is a digital planning and execution approach that collaboratively interconnects everyone on a project using a 3D-digital model. It can be supplemented with additional data such as scheduling (4D) and cost (5D). BIM 6D adds data on lifecycle properties to the BIM model. Data may include information on material, component manufacturer, installation date, maintenance requirements, lifespan expectations and instructions for optimal performance.
Carbon neutrality (“Net Zero”)	<p>“Carbon neutrality” refers to the idea of achieving net zero greenhouse gas emissions by balancing those emissions, so that they are equal to (or less than) the emissions that get removed through the planet’s natural absorption; in basic terms it means we reduce our emissions through climate action.</p> <p>Reaching “Net Zero” is when we remove, or balance, the same amount of greenhouse gases from the atmosphere that we emit as a company.</p>
Circular economy	A model of production and consumption that aims to maintain the value of products, materials and resources as long as possible - while avoiding waste and other negative environmental impacts.
Climate change	A change in the statistical distribution of weather and climate patterns when that change lasts for an extended period. The overwhelming scientific consensus is that human activities are the primary driver of global climate change since the mid-20th century.



Glossary

Concept	Definition
CO2	A naturally occurring gas, CO2 is also a by-product of burning fossil fuels (such as oil, gas and coal), of burning biomass, of land-use changes (LUC) and of industrial processes (e.g., cement production). It is the principal anthropogenic greenhouse gas (GHG) that affects the Earth's radiative balance. It is the reference gas against which other GHGs are measured and therefore has a global warming potential (GWP) of 1.
Collective Bargaining	The negotiation of employment terms between an employer and a group of workers. Normally employees are represented by a third party during this process.
Digitalization	The use of digital technology to transform a company model in order to improve revenue and value-added prospects. It is the process of leveraging digitized products into something more that boosts performance, increases revenues, identifies patterns and changes business models to make better business decisions.
Diversity, Equity & Inclusion (DEI)	The company seeks a larger and more inclusive set of potential workers. The active recruitment and promotion of equity-deserving people will generate significant benefits for both the company and our employees. The benefits of this approach flow through the company and into the communities we serve. Greater inclusion, belonging and diversity promote workplace and social equity which further supports economic development.
Ecosystems	All living things in an area, and the dynamic interactions between the plants, animals and micro-organisms with their environment working together as a functional unit. A community of living organisms.
Employee engagement survey	A measurement of employees' engagement, effort and enthusiasm for the company.
Environmental damage	Category 1: high severity impacts on the surrounding community and/or ecosystem or may have irreversible detrimental long-term impacts. Category 2: moderate severity impacts on the community and/or environment (1 to 3 months) but is fully reversible in the long term. Category 3: low severity impacts on the community and/or environment in the short term (<1 month) and is fully reversible with no residual impacts. Includes nuisance level impacts.
Environmental management	Environmental management is the practice of organizing human activities in order to limit the impact on the natural environment. It can encompass protection of the land, flora and fauna, bodies of water and the planet's atmosphere.
Environmental management system (EMS)	A set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency. The most widely used standard on which an EMS is based is the International Organization for Standardization (ISO) 14001.



Glossary

Concept	Definition
Environmentally sensitive area	Environmentally sensitive areas are landscape elements or places which are vital to the long-term maintenance of biological diversity, soil, water or other natural resources both on the site and in a regional context. They include wildlife habitat areas, steep slopes, wetlands and prime agricultural lands.
Environmental, Social and Governance (ESG)	At Flatiron, we think of sustainability as the roof – and ESG as the pillars supporting that roof. The environmental, social and governance principles will guide us to reach our commitments.
Global Reporting Initiative (GRI)	GRI (Global Reporting Initiative) is the independent, international organization that helps businesses and other organizations take responsibility for their impacts, by providing them with the global common language to communicate those impacts.
Global warming potential	The value describing the radiative forcing impact of one unit of a given greenhouse gas relative to one unit of CO2 over a given period of time.
Governance	The company's strategy, effective monitoring of management and the accountability of management to the broader organization and its stakeholders.
Greenhouse gases (GHG)	Gases that contribute to the greenhouse effect by absorbing infrared radiation. Natural and anthropogenic gaseous in the atmosphere that absorb and emit radiation within the infrared radiation emitted by the Earth. GHGs are the six gases listed in the Kyoto Protocol: carbon dioxide (CO2); methane (CH4); nitrous oxide (N2O); hydrofluorocarbons (HFC); perfluorocarbons (PFC); and sulphur hexafluoride (SF6).
Greenhouse Gas Protocol	A comprehensive global standardized framework to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.
Green infrastructure	Green infrastructure includes planted and remnant native vegetation, soils, wetlands, parks and green open spaces. Sustainable infrastructure projects (such as transportation projects and water treatment facilities) delivered to efficiency and resource conservation standards and may be certified as such by relevant organizations. (Envision, Greenroads, etc.)
Hazardous waste	Materials that possess any characteristics considered to be hazardous by federal legislation. These wastes have properties that are harmful for the environment and/or human health. Hazardous waste includes waste that is oxidizing, flammable, toxic, ecotoxic, carcinogenic, mutagenic, corrosive or infectious.
Health & Safety	Healthy and safe work conditions involve both prevention of physical and mental harm as well as promotion of workers' health.
Human rights	Rights inherent to all human beings, which include, at a minimum, the rights set out in the <i>United Nations (UN) International Bill of Human Rights</i> and the principles concerning fundamental rights set out in the <i>International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work</i> .



Glossary

Concept	Definition
Indigenous people/First Nations	<p>Indigenous people are generally identified as tribal people in independent countries whose social, cultural and economic conditions distinguish them from other sections of the national community and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations.</p> <p>In the U.S., indigenous people include tribal nations. In Canada, indigenous people include First Nations, Métis and Inuit peoples. First Nations and Inuit are peoples who inhabited Canada prior to European settlement. Metis are descendants of First Nations and European settlers.</p>
Life-cycle/circularity assessment (LCA)	<p>A method to evaluate the potential environmental impacts of products and services and their resource consumption. An LCA in construction normally involves evaluating its whole life cycle. This means including all of the stages in the assessment – raw material supply, manufacture of construction products, the construction process stage, use stage, demolition and when the materials are disposed of or recycled. The most used standards are ISO 14040 and 14044.</p>
Local community(ies)	<p>Individuals or groups of individuals living or working in areas that are or could be affected by the company's activities. The local community can range from those living adjacent to the organization's operations to those living at a distance.</p>
Lost-time injury frequency rate (LTIFR)	<p>A lost-time injury is an injury where an employee is unable to work for one or more days. LTIFR represents the number of lost-time injury cases per 200,000 hours worked.</p>
Occupational Health and Safety Administration (OSHA)	<p>A U.S. federal agency tasked with ensuring safe and healthful working conditions for workers by setting and enforcing standards and by providing training, outreach, education and assistance.</p>
Paris Agreement	<p>The first universal, legally binding global climate change agreement. Commonly known as the Paris Agreement, it sets out a global framework to avoid dangerous climate change by limiting global warming to well below 2 C and pursuing efforts to limit it to 1.5 C.</p>
Recycling	<p>Any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes.</p>
Recycled building materials	<p>Any building material, which is made completely or partially from old building material. The term "recycled building materials" mainly refers to concrete, asphalt, steel, wood or glass.</p>
Remuneration	<p>Basic salary plus any applicable overtime pay, bonuses and any other financial benefits that an employee receives from an employer.</p>
Renewable energy source	<p>An energy source capable of being replenished in a short time through ecological cycles or agricultural processes. Examples include but are not limited to biomass, geothermal, hydro, solar and wind.</p>



Glossary

Concept	Definition
Renewable material	Any material that is derived from plentiful resources that are quickly replenished by ecological cycles or agricultural processes, so that the services provided by these and other linked resources are not endangered and remain available for the next generation.
Reuse	Any operation by which products or components are used again for the same or a different purpose.
Science Based Target Initiative (SBTi)	Science-based targets provide companies with a clearly-defined path to reduce greenhouse gas emissions and prevent the worst effects of climate change.
Scope 1 emissions	Direct GHG emissions from company facilities, vehicles and equipment.
Scope 2 emissions	Indirect GHG emissions that result from purchased or acquired electricity, heating, cooling and steam consumed by an organization.
Scope 3 emissions	Other indirect GHG emissions that occur outside of the organization, both upstream and downstream emissions along the value chain.
Self-generated hazardous waste	Hazardous waste Flatiron activities generate. Hazardous waste substances from already existing building materials and/or contaminated soil are not counted.
Social activities	The company's volunteer or sponsorship activities that have a positive effect on the local community and people where we live and work.
Stakeholder	An individual or group that has an interest that is affected or could be affected by the company's activities.
Supplier	An entity upstream from the company (i.e., in the company's supply chain), which provides a product or service that is used in the development of the organization's own products or services.
Supply chain	<p>The range of activities carried out by entities upstream from the organization, which provide products or services that are used in the development of the organization's own products or services.</p> <p>"Responsible supply chain" refers to an organization's support for local suppliers or those owned by women or members of vulnerable groups. Also how the organization's procurement practices (such as the lead times it gives to suppliers or the purchasing prices it negotiates) cause or contribute to negative impacts in the supply chain.</p>
Sustainable Development Goals (SDG)	Seventeen interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all." The SDGs were established in 2015 by the United Nations General Assembly and are intended to be achieved by the end of 2030.
Sustainable finance	The process of taking environmental, social and governance considerations into account when making investment decisions that can lead to more long-term investments in sustainable economic activities and projects.



Glossary

Concept	Definition
Sustainable products and services	Products and services that provide measurable environmental, social and economic benefits and create long-term value for our stakeholders and society.
Sustainability	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. The concept of sustainability is supported by three pillars: economic (governance), environmental and social. The consistent combination of these pillars econ in the overall operating activities to secure the future viability of the company.
Taxonomy	The EU taxonomy for sustainable activities is a classification system established to clarify which investments are environmentally sustainable, in the context of the European Green Deal. The aim of the taxonomy is to prevent greenwashing and to help investors make greener choices. Investments are judged by six objectives: climate change mitigation, climate change adaptation, the circular economy, pollution, effect on water, and biodiversity.
Training, Talent and Recruitment	An organizations systems, processes, procedures and tools to acquire, develop and retain the workforce to sustain and grow the business.
Value chain	A range of activities carried out by the organization, and by entities upstream and downstream from the organization, to bring the organization's products or services from their conception to their end use.
Waste	Any waste streams [hazardous and non-hazardous; inert, organic and inorganic] resulting from construction, renovation and demolition activities. Construction waste contains several materials, often related to cut-offs or packaging waste. We classify waste into the following categories: 1) soil/ excavation material 2) demolition waste (concrete, bricks, asphalt) 3) construction waste (mixed construction waste, metals, plastics, paper, wood) 4) other waste (scrap, residential waste, paint, etc.).
Water protection plans	A plan of action put in place to mitigate threats to an existing and future water supply while emphasizing resilience to the water systems in place.
Water stress	Lacking sufficient water in a given area compared to the demand in place from people and/or the environment.
Water-stressed area	Ability, or lack thereof, to meet the human and ecological demand for water (CEO Water Mandate, Corporate Water Disclosure Guidelines, 2014). Flatiron uses the World Resource's Institute (WRI) Aqueduct tool to identify water-stressed areas. The tool measures the ratio of total water withdrawals to available renewable surface and groundwater supplies

The logo for Flatiron, featuring the word "FLATIRON" in a bold, dark blue, sans-serif font. The letter "A" is stylized with a blue triangle pointing upwards, integrated into the letter's structure.

FLATIRON

We transform infrastructure.

flatironcorp.com

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