

Know

the line

Be Better - Together

A guide to a respectful workplace.

SKANSKA

Know the Line

We want you, and everyone else in our workplace, to feel safe to be yourself and to be included, respected and supported to do your best work. Know the Line alerts us to the “line” between respect and inclusion and their opposites: disrespect, harassment, bullying, discrimination and retaliation. When the line is crossed, it diminishes you and, ultimately, all of us.



**Know
the Line**



**Draw
the Line**



**Respect
the Line**

Know. Draw. Respect.

Know the Line. Words and actions matter.

Sometimes what may seem like a harmless or neutral statement can have a negative impact even if we don't mean to offend others. Improve your self-awareness by looking at yourself, others and events objectively: how someone experiences words and actions can vary greatly from person to person.

Draw the Line. Be courageous and speak up. If you hear or see something that doesn't feel right, say something. You can speak to your manager or an HR team member. If you feel comfortable, talk to the person who has crossed the line. An Experience Spectrum with guiding questions and information on how to report a concern are provided in this pamphlet.

Respect the Line. Support can make a difference. Be an ally and create a safe environment where everyone feels comfortable speaking up. Be proactive and talk to your team about how you can support a healthy workplace where everyone is empowered to speak up and take action if the line is crossed.

The Experience Spectrum

Each of us is responsible for the work climate at Skanska, and we need to consider how our words and actions contribute to that climate.

If you are inclusive and approachable with your team, do they feel motivated to come to work and share their ideas? On the other side, if people fear you, will they be open enough with you? If you are negative, will the people around you feel motivated to do their best work?

We all make mistakes or act in ways that we later regret, particularly under stress. Unless the misconduct is egregious or the workplace climate is rapidly eroding or





hostile, most situations can be resolved constructively and with respect restored, even strengthened.

To support a healthy work environment and good communication, we created the Experience Spectrum, which shows a range of behaviors and the impact they may have on others.

You can use the Experience Spectrum to have a constructive conversation and affect a change in behavior.

The Experience Spectrum

Each of us is responsible for the work climate in our teams and needs to consider what impact our words and actions have on others.

Experience	Examples of Behaviors	Impact
Green 	<ul style="list-style-type: none">▪ Bringing your best self to work▪ Welcoming diverse perspectives	<ul style="list-style-type: none">▪ Being self and socially aware <ul style="list-style-type: none">▪ Respect▪ Inclusion▪ Productivity
Yellow 	<ul style="list-style-type: none">▪ Being impatient, short or abrasive▪ Intrusive comments or insensitive jokes	<ul style="list-style-type: none">▪ Being cliquey <ul style="list-style-type: none">▪ Demotivation▪ Annoyance▪ Insecurity
Orange 	<ul style="list-style-type: none">▪ Demeaning or condescending comments, yelling, ridiculing▪ No consequences for bad behavior	<ul style="list-style-type: none">▪ Stereotyping, referring to personal characteristics – visible and not visible (e.g. gender, race, age, religious practices, sexual identity, etc.) <ul style="list-style-type: none">▪ Disengagement▪ Disrespect▪ Alienation▪ Inefficiency
Red 	<ul style="list-style-type: none">▪ Crude, aggressive, intrusive words and actions	<ul style="list-style-type: none">▪ Unwelcome and severe or pervasive behaviors that are inappropriate <ul style="list-style-type: none">▪ Hostility▪ Despair▪ Anxiety

The Experience Spectrum

If you believe someone has crossed the line, you can use the Experience Spectrum with the following guiding questions to have a constructive conversation that lowers defensiveness—both yours and the other person’s—and keeps the conversation forward-focused.

1. Which experience did you have?

2. What is the cause?

Describe the observable behavior non-judgmentally.

3. What impact does the behavior have on you/the environment?

Share the impact, your assumptions and frame of reference.

Ask the person for their perspective: what effect do they think their behavior had on you or others?

4. What can and should change?

Explain why a change is important and beneficial.

Create a shared vision of what the change would be like.

5. How will you support each other?

Establish shared accountability.

Reporting a Concern

If you or someone else may be the subject of harassment, discrimination, bullying or retaliation, you can report it. If you are unsure of what may constitute a concern, refer to Skanska's *Employee Handbook* and the *Code of Conduct* for a list of behaviors that can give rise to claims.

To learn about the complaint and investigation process, see pages 12-13 of this pamphlet and check out the *Frequently Asked Questions (FAQ) about Complaint Handling at Skanska*. The FAQ, *Employee Handbook* and the *Code of Conduct* can be found on [One.Skanska.com/USconcern](https://www.skanska.com/USconcern) page.

Not yet Ready to Report a Concern and Unsure What to do Next?

Call our Employee Assistance Program (EAP) Carebridge at 1-800-437-0911 (eligible¹ employees can use Skanska's access code AM4RC) for confidential and safe counseling around personal and work-related issues.

Carebridge is not a reporting channel, but if you have experienced or witnessed harassment and don't know where to turn, they can share information about available options².

1. You can confirm your eligibility by calling 866-SKANSKA (866-752-6752).

2. Your privacy is important when you contact Carebridge. No names are identified or reported to anyone without your written authorization except in the following situations: by court order, imminent threat of harm to self or others or situations of abuse (such as child or elder abuse).

Methods for reporting a concern

Use any of the channels below based on your comfort level or type of issue.

1. Tell your immediate supervisor or another member of management.

Craft Union employees can report to their managers (superintendents, general superintendents or project managers) and may also file a grievance.

In general, managers should seek guidance from HR, the Ethics and Compliance Officer or Legal to determine the best path forward. Managers must make contact if the concern has legal implications.

2. Contact Human Resources

3. Contact Legal or the Ethics and Compliance officer.

4. To contact the US Ethics Hotline, you can call 877.516.3385 or file your report in writing through One.Skanska.com/USHotline.

If reporting anonymously, provide as many details as possible to assist the investigation. Having detailed information allows us to address your concern as effectively and quickly as possible.

Process for handling a concern

We maintain confidentiality to the best extent possible throughout the process. Retaliation against an employee for making a good faith report of suspected misconduct will not be tolerated.

Review and Assignment of Concern

Your concern will be reviewed and next steps determined, which will vary depending on the type of issue, risk level and urgency. This may include contacting HR, Legal or Ethics to start an investigation.

If you contact the US Ethics Hotline, a specialist from a third party company will ask clarifying questions and complete an intake form and direct your report to the relevant business unit for investigation.

Conducting Investigation

An individual from Human Resources, Legal or Ethics leads the investigation.

This may include interviews and review of correspondence and records.

Outcome

The investigator makes a determination and reports findings.

The appropriate course of action is taken.

At the end of the investigation the reporter is notified that management is handling the resolution.

Additional Resources

To learn more, check out the following resources:

- Check out our KTL page on One.Skanska.com/KTL to learn more about the program, our process for concern reporting and other relevant information.
- Visit our Skanska Value Moments library (valuemoments.skanska.com/#/) to explore real examples, situations and dilemmas about living our values at Skanska. This is done via short films with questions you can discuss with colleagues.
- Visit the Skanska & Me website at One.Skanska.com/skanskame/ for information on diversity and inclusion and Employee Resource Groups and Networks (such as the Skanska Women's Network and Skanska Young Professionals); there you will also find Skanska's *Code of Conduct*, *Employee Handbook* and policies.
- Visit Skanska's Employee Assistance Program Carebridge at www.myliferesource.com or call them at 1-800-437-0911. Skanska's access code is AM4RC.

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one.skanska.com/ktl

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