

KOKOSING SUSTAINABILITY

FY2024 Report

kokosing 

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MESSAGE FROM OUR CO-CEOS

BRETT AND BRYCE BURGETT

In the broadest sense, sustainability is the continuous support of processes to prevent the depletion of resources. Kokosing recognizes the value of our resources and has invested not just to sustain but to grow and protect them. At Kokosing, our resources are our people who have built an asset of incalculable value – our reputation and the natural environment, which is the source of the materials we use and where we build.

Our Core Values act as a blueprint for how we sustain our resources. From ‘Safety First’ to ‘Operate with Honesty and Integrity’ to ‘Be a Good Member of the Community,’ how we conduct ourselves on and off the job affects the world we leave behind for our children and grandchildren.

Our goal with this sustainability report is to share what we do together to protect our communities, safeguard our environment, and advance Kokosing. Some of these things are big investments we make to improve the way we do our work and the footprint we leave behind. Most are small, everyday way of life things that, when repeated day after day and project after project, add up to make a difference.

This report is organized into four sections that collectively tell our story. We begin with an Overview that explains who we are and why we do what we do. Next comes Management, which lays out how we are organized and the expectations we set for our team members. Third, the Environment outlines what we do at Kokosing Inc. and at each company level to practice sustainable construction. Finally, Community talks about the heart of Kokosing, our people, what we do with and for our team members, our subcontractor community, and within the communities where we live and work. Each section shows how our Core Values drive our policies, approaches, decision-making, and investments. You’ll see how being sustainable is about you and your family today and tomorrow.

We hope you enjoy this inaugural Kokosing Sustainability Report and come to appreciate, as we do, how even the smallest things we do can have a world of impact.



Brett

Wm. Brett Burgett, CEO



Bryce

Wm. Bryce Burgett, CEO



OVERVIEW

ABOUT KOKOSING

MISSION & GUIDING STATEMENTS

CORE VALUES

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MANAGEMENT

ENVIRONMENT

COMMUNITY

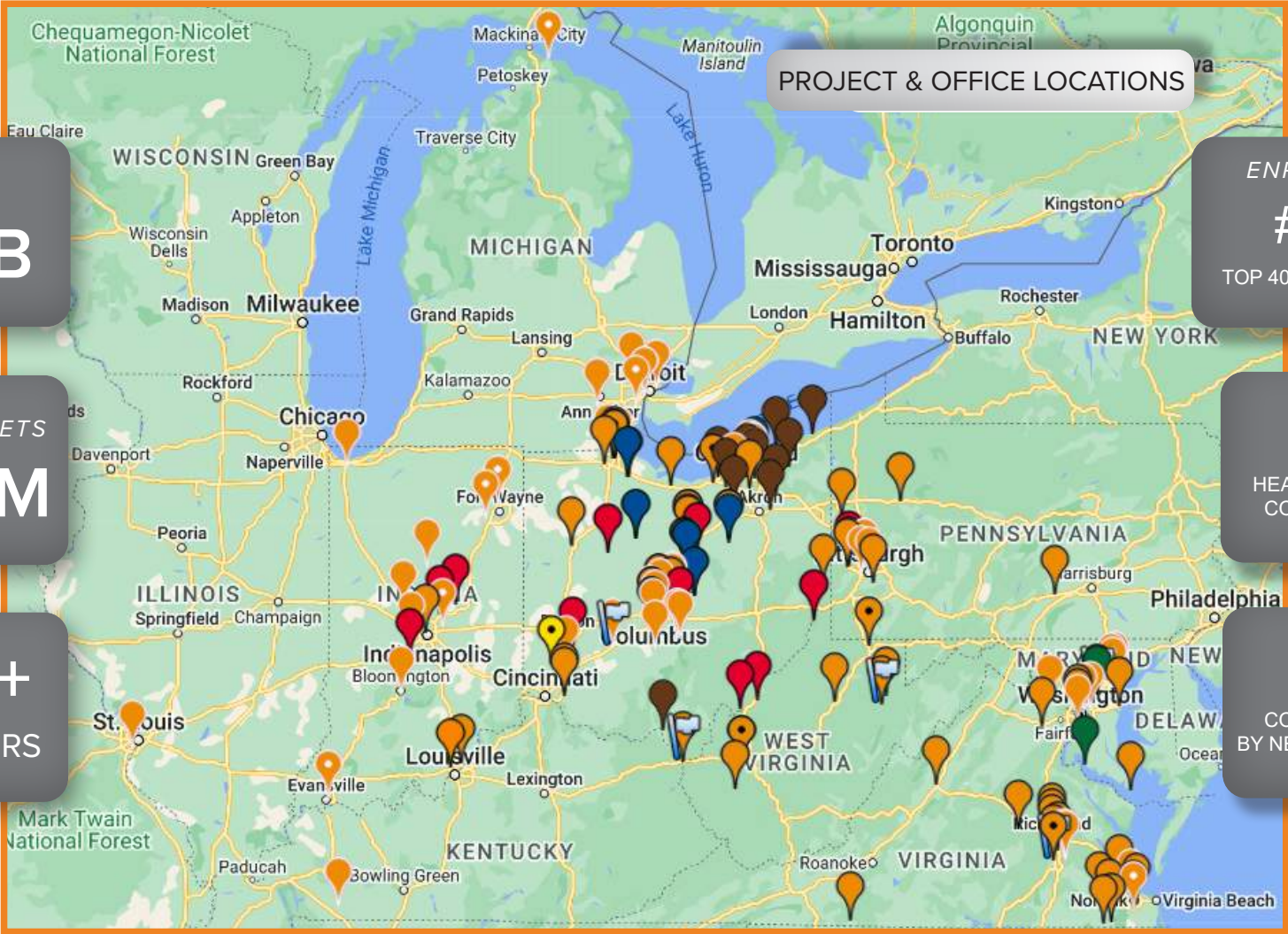
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REVENUE
\$2.3+B

EQUIPMENT ASSETS
\$500+M

4,000+
TEAM MEMBERS



PROJECT & OFFICE LOCATIONS

ENR RANKINGS
#50
TOP 400 CONTRACTORS
IN THE U.S.

#15
TOP 50
HEAVY DOMESTIC
CONTRACTORS
IN THE U.S.

#33
TOP 100
CONTRACTORS
BY NEW CONTRACTS

ABOUT KOKOSING

Kokosing is one of the largest vertically integrated construction companies in the Midwest and Mid-Atlantic. We serve clients as a general contractor, self-performing trade contractor, design-builder, construction manager, and trusted advisor.

Since our humble beginnings in 1951, Kokosing has remained a family-owned company with a reputation of impeccable integrity, exceptional safety and quality, and dependable service. Now, with third-generation leadership, Kokosing’s integrated family of companies offers a diverse range of services that complement each other. Kokosing delivers the most complex and time-sensitive projects safely and economically while providing clients with more resources, capabilities, capacity, experience, and value than any other self-performing contractor east of the Mississippi River.

The depth of our capabilities is reflected in the variety of large and small projects we build and the asphalt and aggregate we supply. Our wide range of projects includes industrial facilities, water and wastewater treatment, renewable energy, power plants, transportation, pipelines, and marine installations.

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MISSION STATEMENT

Our mission at Kokosing is to produce a well-satisfied customer and a satisfactory profit with a level of growth that will satisfy the intrinsic needs of our team members, using just and honest principles.

GUIDING STATEMENT

THE MIGHTY OAK

Our organization mirrors the characteristics of the mighty oak tree through growth, strength and reputation. With each passing year, our legacy and longevity builds with roots firmly set in the core values and faith-based principles that guide us. Our branches extend far and wide as we engage in life changing endeavors that invest in our team members, their families and the communities where we live and work. We are a unified family working together, which is essential to our endurance.

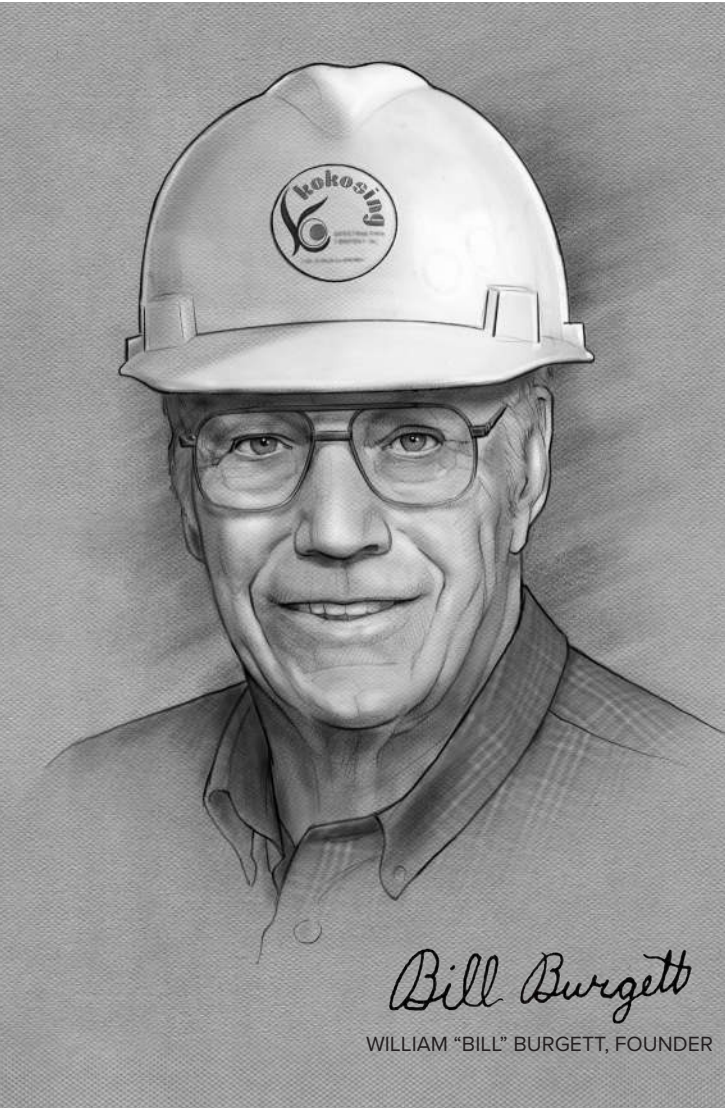
As the oak tree grows - so grows Kokosing.



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CORE VALUES

Our **Core Values** have stayed consistent over seven decades. They are based on our company’s highest priorities and deeply-held beliefs stemming from our founder, Bill Burgett. Our Core Values are the essence of the people who work here and are the blueprint for how we operate.



Safety First: We are passionate about our Safety 24/7 culture. Safety First is paramount in every task we do. We expect every team member to be a safety leader by stopping any unsafe operation and taking personal responsibility for their own safety and the safety of those around them.



Customer Focused: We are passionate about building long-term customer relationships. Our culture allows us to respond to our customers with turnkey solutions and quality results. Our goal is to exceed expectations.



Have Concern for the Well Being of Every Team Member: We want team members to be fulfilled, engaged, and supported in an atmosphere that reflects our values and culture. We are committed to inclusion and diversity. Team members who help make us a better company are the core of our organization.



Operate With Honesty and Integrity: Our business practices are rooted in unwavering morals. We expect our team members to uphold our organization’s beliefs and values through their words and actions by “doing the right thing.”



Continuously Improve and Take On New Challenges: We constantly strive to be the most efficient and best at what we do. Our determination, innovative thinking, and approach to solving challenges drives our continuous improvement efforts. We excel at complex endeavors that engage and grow our team members and organization.



Be a Good Member of the Community: Together with our team members, we invest our time and financial resources in the communities where we live and work. We strive to be socially and environmentally responsible and make a meaningful impact.



Shirt-Sleeve Manage: We believe “None of Us is as Smart as All of Us.” We have a leadership mindset that together we can accomplish anything. We collectively roll up our sleeves and deliver quality results safely, and on-time.



Financially Strong: We make decisions for the long term. We analyze risk and implement smart strategies that allows us to reinvest profits back into the company and secure resources that help make us a better construction partner and industry leader.

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MANAGEMENT



ENVIRONMENT



COMMUNITY

Kokosing is in the business of delivering viable, high-value, long-term solutions for communities and companies across our footprint. Our success is driven by sustainable practices, which, at their roots, are a natural extension of our core ideologies - ideologies that embrace being a good member of the community, having concern for the well-being of every team member, operating with honesty and integrity, and continuously improving and taking on new challenges.

Sustainability thinks about what we are doing, how we are doing it, and asks “Can we do better?”

Kokosing Sustainability is our umbrella program of corporate and construction good sense practices that advance our investment in people, earth, water, air, and energy, as a means to better our company, our team members, and our natural environment. Kokosing Sustainability expresses our culture and practices across three areas: management, environment, and community.

KOKOSING SUSTAINABILITY

MANAGEMENT

ABOUT KOKOSING MANAGEMENT

ETHICS, ANTITRUST COMPLIANCE,
EEO HARASSMENT PREVENTION

QUALITY MANAGEMENT

IT SECURITY



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ABOUT KOKOSING MANAGEMENT

Since our founding in 1951, the people of Kokosing have built an asset of incalculable value - *our reputation*.

Our Core Values help us maintain this asset. These Core Values serve as the blueprint for how we operate with honesty, integrity, and provide us with the guidance needed to live up to our high standard of “doing the right thing.” Sometimes, the right thing to do may not be so clear. In our business we may encounter difficult situations full of uncertainty and questions. In instances like this, our Code of Ethics and Business Conduct provides critical guidance.

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Kokosing, Inc. (Inc) is our parent company that holds the Kokosing companies of Kokosing Construction Company (KCC), Kokosing Industrial (KII), McGraw Kokosing (MK), Integrity Kokosing Pipeline (IKPS), Kokosing Materials (KMI), and The Olen Corporation / Area Aggregates.

Inc establishes the culture and policies that reach across the Kokosing companies to ensure management, environment, and community practices of individual companies have a level field and firm foundation upon which to build. Inc provides the corporate support services of Equipment Management, Team Member Resources, IT, Safety, Financial, Environmental Compliance, Legal and Ethics Compliance departments.



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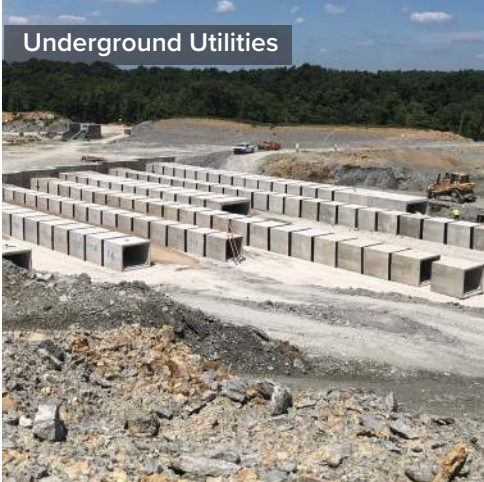
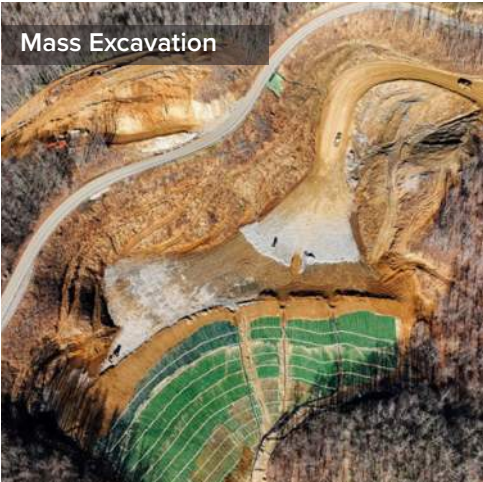
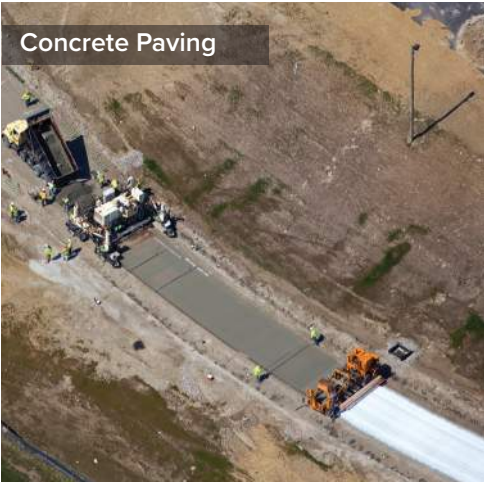
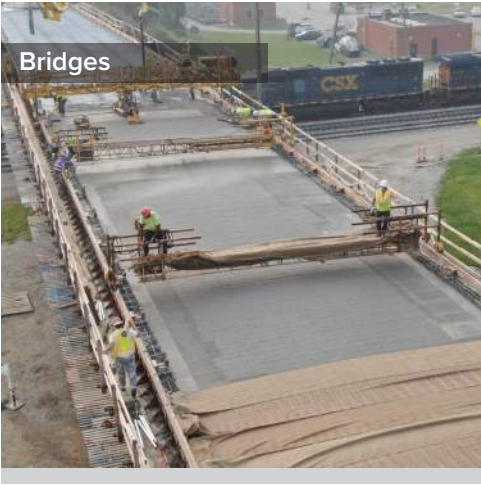
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Kokosing Construction (KCC) performs heavy highway and civil construction for public and private clients. KCC serves the market areas of bridges, concrete paving, mass excavation, beam and girder erection, and underground utilities as a construction manager and self-performing general contractor. KCC delivers sustainable transportation solutions, such as diverging diamond interchanges, that reduces fuel usage and idling time for the traveling public.

A specialized group within KCC is the Asphalt Division, which focuses on pavement construction and reconstruction projects. KCC Asphalt delivers sustainable transportation solutions including roundabouts that reduce or eliminate idling time for all vehicles using the circles.



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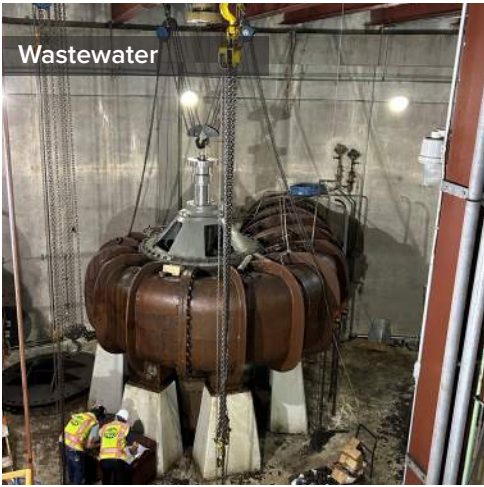
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Water



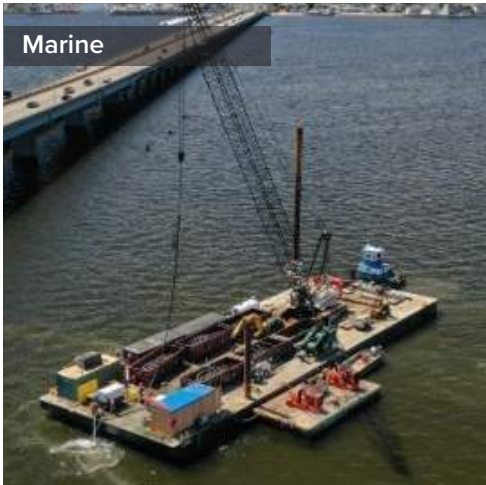
Wastewater



Heavy Civil



Solar



Marine



Private Industrial



Kokosing Industrial (KII) constructs heavy industrial facility and infrastructure projects for private, public, and federal clients, working across the water resources, heavy civil, marine, solar, and private industrial market sectors. Projects across these market sectors include new construction, rehabilitation, and expansion for advanced manufacturing facilities, data centers, power generation, lock and dam installations, water and wastewater treatment plants, and underground utility projects. Heavy industrial projects contribute to the creation of potable water and treatment of wastewater our communities need to thrive and the facilities our economies are built on.

The Marine Division is a highly specialized group delivering construction solutions in, over, and next to water. Typical Marine work includes break wall construction, dredging, underwater cable and pipeline installation, marine salvage, piling, dock construction, piers and wharfs, marine infrastructure, and shoreline protection. Marine delivers the infrastructure that enables shipping, telecommunications, and power while protecting marine life and coastal communities.

The Solar Division focuses on renewal power generation and battery storage reachable for industrial, commercial, and residential clients. Services provided include solar design, financial return analysis, equipment installation, power purchase agreements, and long-term operations and maintenance of installations. Solar projects naturally tap into the energy of the sun to power, heat, and cool homes and businesses.

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Limestone



The Olen Corporation and Area Aggregates have eight locations across central and northern Ohio and is a top 35 national producer of quality construction aggregates. Products mined include gravel, limestone, sand, and other specialty materials totaling more than 8.5 million tons of construction materials each year. Olen and Area Aggregates are committed to providing quality products and exceptional customer service while being good stewards of the environment and respectable neighbors in our communities.



Sand and Gravel



Specialty Materials



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Kokosing Materials, Inc. (KMI) operates 19 asphalt plants in central and northern Ohio. In addition, KMI operates one liquid asphalt terminal in Wheelersburg, Ohio and a liquid asphalt and liquid polymer terminal in Mansfield, Ohio. KMI has been at the forefront of sustainable asphalt solutions with asphalt recycling, warm mix, and custom mixes that reuse existing materials and lower the energy requirement for generation.

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Integrity Kokosing Pipeline Services (IKPS) is a prime pipeline construction company serving the natural gas industry working in multiple locations throughout the northeast. IKPS offers complete facility construction services with specialized and experienced crews for construction of natural gas and water pipeline systems, compressor stations, water pump stations, intake structures, meter stations, cathodic protection systems, integrity management verifications, and upgrades and betterment projects for existing infrastructure. The organization is committed to serving the energy industry and meeting the ever-changing needs of the marketplace. IKPS is devoted to building lasting relationships where trust and shared goals with our clients and allow IKPS to lead the industry with our sustainability efforts by recycling test water, new and existing scrap steel components, aggregate waste while increasing safety over traditional approaches.

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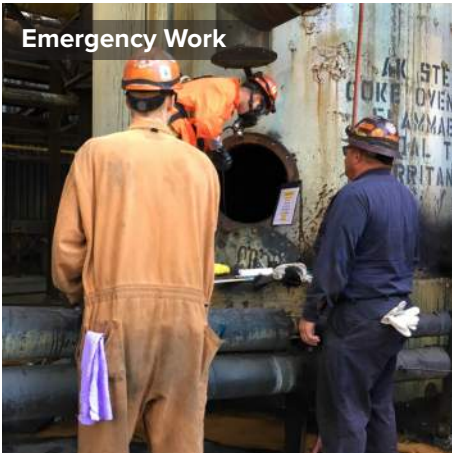
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McGraw Kokosing (MK) is our industrial services company serving the steel, power, oil and gas, and food and beverage markets. MK’s work includes planned plant outages, emergency maintenance, and capital improvement projects. Keeping facilities operating in peak condition contributes to more efficient and effective industrial facilities.

Off-Site Manufacturing (OSM) is a growing part of MK’s services which offers broad pipe fabrication, equipment skidding, pipe racking, custom structure fabrication, and kitting out of mechanical systems. OSM enhances Kokosing Sustainability by reducing waste and increasing safety over traditional approaches.



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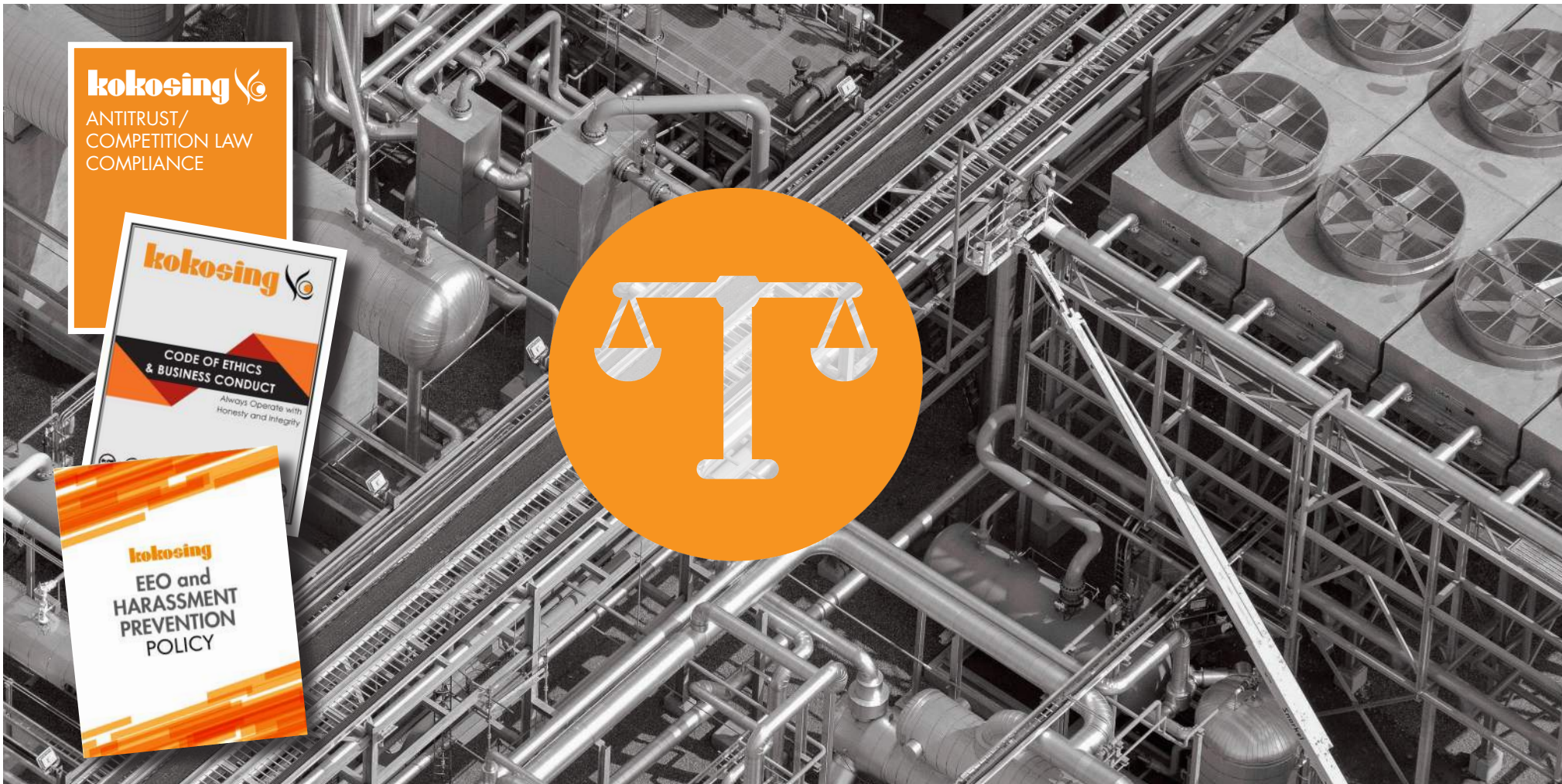
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ETHICS, ANTITRUST COMPLIANCE, EEO, & HARASSMENT PREVENTION

Kokosing’s Learning and Development programs are designed to encourage team member learning and growth, communicate expectations via policy and procedure education, and ensure ethical and honest behavior is mirrored throughout the organization.

The company not only insists on a work environment free of all harassment, but also urges all team members to actively support the company’s effort to create and maintain a positive work environment.



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- ✓ Kokosing has focused attention and detail to building a robust Quality Management System ensuring our projects are built correctly the first time.
- ✓ Team members focus on efforts to identify, organize, and implement a quality system for the diverse and ever-changing areas in which we grow.
- ✓ A few benefits realized from the implementation and refinement of our quality systems:
 - Increased safety
 - Reduction of waste
 - Cost reductions
- ✓ Building it right the first time
 - ▬ Overreaching effects on team members' morale
 - ▬ Owners' confidence in our abilities

QUALITY MANAGEMENT

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Kokosing completed a Joint Surveillance Voluntary Assessment (JSVA) and received a perfect NIST SP 800-171 score - meaning when CMMC is codified, Kokosing's proactive efforts will transfer directly to CMMC Level 2 certification.

CYBER SECURITY

INSIDER THREATS

SOCIAL ENGINEERING

In this digital age, operating with integrity includes protecting our team member, customer, and vendor information from cyberattacks. Kokosing invests in the people and systems needed to be vigilant in the constantly changing world of social engineering and cyberattacks. Team members are given the tools to recognize and flag suspicious engagements, both on the job and at home. Our commitment to updating our systems, technology, policies, and training is compliant with CMMC 2.0 guidelines.

- **Cybersecurity Maturity Model Certification (CMMC)**
The CMMC program is aligned to DoD's information security requirements for Defense Industrial Base (DIB) partners. It is designed to enforce protection of sensitive unclassified information shared by the Department with its contractors and subcontractors.

INFORMATION TECHNOLOGY (IT) SECURITY

A large yellow crane is mounted on a ship's deck, lifting a heavy object over the water. The crane's boom is illuminated with warm lights, and the scene is set against a sunset sky with a gradient from orange to blue. The ship's deck and various equipment are visible in the foreground and background.

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ABOUT KOKOSING ENVIRONMENT

Kokosing is dedicated to environmental leadership through our team members, our customers, and our actions. We are committed to reducing the environmental impact on the communities where we operate. As part of our comprehensive approach, we:

- Invest in learning opportunities for our team members
- Continue to achieve the evolving environmental goals of our customers
- Advance our culture in a way that ensures a sustainable legacy

We constantly seek to balance the interests of our community, our customers, and a better environment for all future generations.



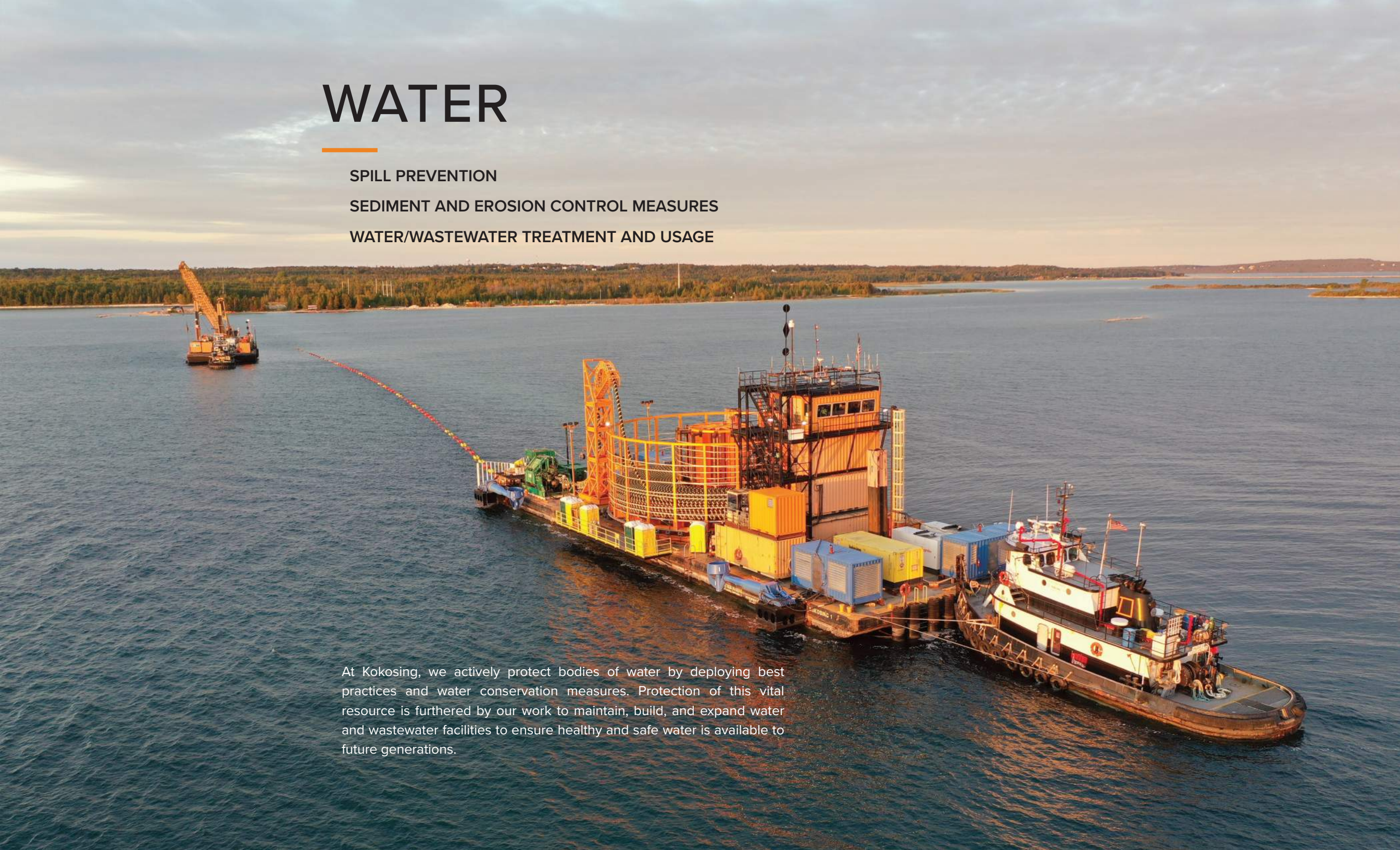
WATER

SPILL PREVENTION

SEDIMENT AND EROSION CONTROL MEASURES

WATER/WASTEWATER TREATMENT AND USAGE

At Kokosing, we actively protect bodies of water by deploying best practices and water conservation measures. Protection of this vital resource is furthered by our work to maintain, build, and expand water and wastewater facilities to ensure healthy and safe water is available to future generations.



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SPILL PREVENTION

WATER

To support the effort of preserving the environment and aid in reducing contamination in conservation areas and environmentally sensitive areas, Kokosing utilizes various hydraulic type oils in our equipment. Kokosing selects products and exchanges petroleum-based hydraulic fluids with a more environmentally conscious product. These eco-friendly fluids have better biodegradability, lower aquatic toxicity, and maintain re-use/recycle capabilities equal to or better than their petroleum based peers. We recognize that hydraulic line failures can occur anywhere and our commitment to using these fluids in environmentally sensitive areas prevents the possibility of an unfortunate petroleum-based hydraulic spill.

In addition to evaluating the fluids in our fleet, Kokosing also prepares for unexpected incidents with preparation and team member development. We assess the placement of fuel tanks at our jobsites, utilize additional controls and countermeasures, establish spill material kits, and put plans in place. Examples of stewardship above regulatory standards includes utilizing double walled tanks in a secondary containment, placing subaqueous cables in containment dikes, or providing containment pads for vehicle parking. We have created emergency spill response trailers positioned in strategic areas to respond quickly if needed, stocked with containment and clean up materials, including natural sustainable fiber absorbents. We do not want incidents to happen but if they do, we want to ensure we are good stewards of the environment and help protect the communities in which we work.



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SEDIMENT AND EROSION CONTROL MEASURES

WATER



Kokosing continuously evaluates and implements Best Management Practices when it comes to erosion and sediment control measures at our facilities and our jobsites. We strive to protect the ecosystems in which we operate. We utilize new technologies such as sustainable natural fiber materials, drone imaging, and turbidity structures to control sediment and erosion. We utilize our experience and knowledge to provide input during the design phase, evaluating the natural constraints of the site or utilizing existing stormwater systems to contain sediment and prevent erosion.

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WATER/WASTEWATER TREATMENT AND USAGE

WATER

Kokosing works closely with our clients on improving water and wastewater systems. Our expertise allows us to assist in water reclamation solutions to return clean water to our lakes, rivers, and streams. Kokosing invests in the people, equipment, and skills to recover the resources from wastewater. We harness energy, recover minerals, and produce clean water, all with the purpose of sustaining communities and growing economies.

Kokosing has expertise managing treatment processes for surface water, groundwater and industrial process water. Additionally, we offer our clients insights on best practices, designs and treatment systems for beneficial water reuse and recycling.





AIR

FLEET

EMISSION CONTROLS AND PROCESSES

TOOLING

Air quality is essential for our team members, the communities we serve, and those who will follow us. At Kokosing we protect our team members and the air we all breathe via our tooling, continuous improvement and investment of our equipment fleet, and emission controls and processes at our facilities and jobsites.

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FLEET

AIR

The sustainability of Kokosing’s equipment fleet is being driven by the adoption of hybrid and solar powered machinery. These advanced machines significantly reduce carbon emissions, lower fuel consumption, and minimize noise pollution. The integration of electric and hybrid technology into our equipment fleet not only reduces our environmental footprint but also improves operational efficiency and cost-effectiveness. In addition, our Kokosing Equipment Management team actively manages our fleet composition, to include Tier 4 compliant equipment and collaborates with our vendors and manufacturers to develop solutions for an eco-friendlier future in the construction equipment industry.

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EMISSION CONTROLS AND PROCESSES

AIR



Kokosing is continuously evaluating and monitoring our emission controls and processes. We have invested in our aggregate and asphalt facilities to reduce our greenhouse gas emissions, decrease our fuel usage, evaluate our waste management and overall environmental footprint. We perform regular emissions tuning and testing, inspections, and evaluations.

We look to improve our processes at our jobsites, by selecting the best equipment, reducing our fuel usage and minimizing particulate emissions. We are continuing to evaluate and assess alternative fuels, the use of electric equipment, and better processes for cleaner air.

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TOOLING

AIR



At Kokosing we care about the air quality and invest in equipment and tooling to protect our team members and their communities. To reduce airborne particles, Kokosing has continuously invested in HEPA filter systems and water suppression systems on many pieces of equipment. We have a robust industrial hygiene program and evaluate tasks for potential air borne contaminants. We maintain filtration systems for our welding operations, blasting operations, and painting operations.

EARTH

RECYCLED AND REUSED MATERIALS

RECLAIMED AGGREGATES

MATERIAL PRODUCTION

EXCAVATION PRACTICES

Kokosing strongly believes when we make choices, they are not just about today, us, or our clients; the choices we make leave a legacy for those who follow us and create new footprints on this earth. Whether prompted by our customers or initiated by best practice, Kokosing takes a vested interest in utilizing sustainable principles and building materials whenever feasible.



RECYCLED AND REUSED MATERIALS

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EARTH

Kokosing
recycled
51,775
gallons
of used oil



Kokosing actively works to re-use or recycle products from our facilities and jobsites. From simple things such as single stream recycling items in the office, to reusing or recycling beams off a large bridge demo. Kokosing looks to utilize the materials we have already and make the best use of the materials that may need to be purchased. Items such as steel beams, piping, concrete forms, crane mats, chemicals, are stored, redistributed, repurposed or recycled.

Kokosing evaluates the needs for varying dumpsters on our jobsites for recycled steel, wood, and cardboard, diverting the amount of construction debris going to landfills. We recycle the used oil throughout the company during our maintenance fleet operations. We have systems in place to recycle our batteries, tires, antifreeze, and other recyclable components.

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RECLAIMED AGGREGATES

EARTH



Kokosing reclaimed over
1,000,000
tons of
RAP

Although we have an internal aggregate sources from within the Kokosing family of companies via Olen and Area Aggregates, we strive to recycle the aggregates as Reclaimed Asphalt Pavement (RAP) when possible. Kokosing Materials Inc. and Kokosing Construction utilize RAP in the pavement process in both new mix designs and berming operations. New mix designs can be as much as fifty percent (50%) recycled material, reducing the amount of raw aggregate needed.

Recycled concrete is the second largest source of aggregates for recycling. Kokosing utilizes crushed concrete in place of raw aggregates for roadways, fill materials, and drainage systems. We bring portable crushers onsite to reutilize concrete and minimize offsite trucking, reducing our carbon footprint and diverting concrete from entering the waste stream.

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MATERIAL PRODUCTION

EARTH



By close of FY2024, 17 of 19 production sites were Diamond Achievement Sustainable Commendation recipients.



100% of our terminals are Diamond Terminal Commendation recipients.

EPD

KMI offers 10 Environmental Product Declarations (EPDs) within the greater Cleveland and Columbus area.



Sustainability has always been a major component of our materials division companies. Through Kokosing’s involvement with local, state, and national organizations, evaluation of new technologies and products, and collection of operational feedback. We continue to amass a knowledge bank related to alternative and recycled products which helps us design the best and most sustainable products possible. This knowledge bank has been instrumental in developing warm mix asphalt technologies, gaining resource efficiencies, and driving the recycling of water and other products at our facilities.

As a testament to our efforts, Kokosing has earned the National Asphalt Pavement Association’s Diamond Achievement Sustainable Commendation for excellence in Asphalt Plant/Site Operations at our facilities. Demonstrating our facilities are a valued partner in the communities we operate within.



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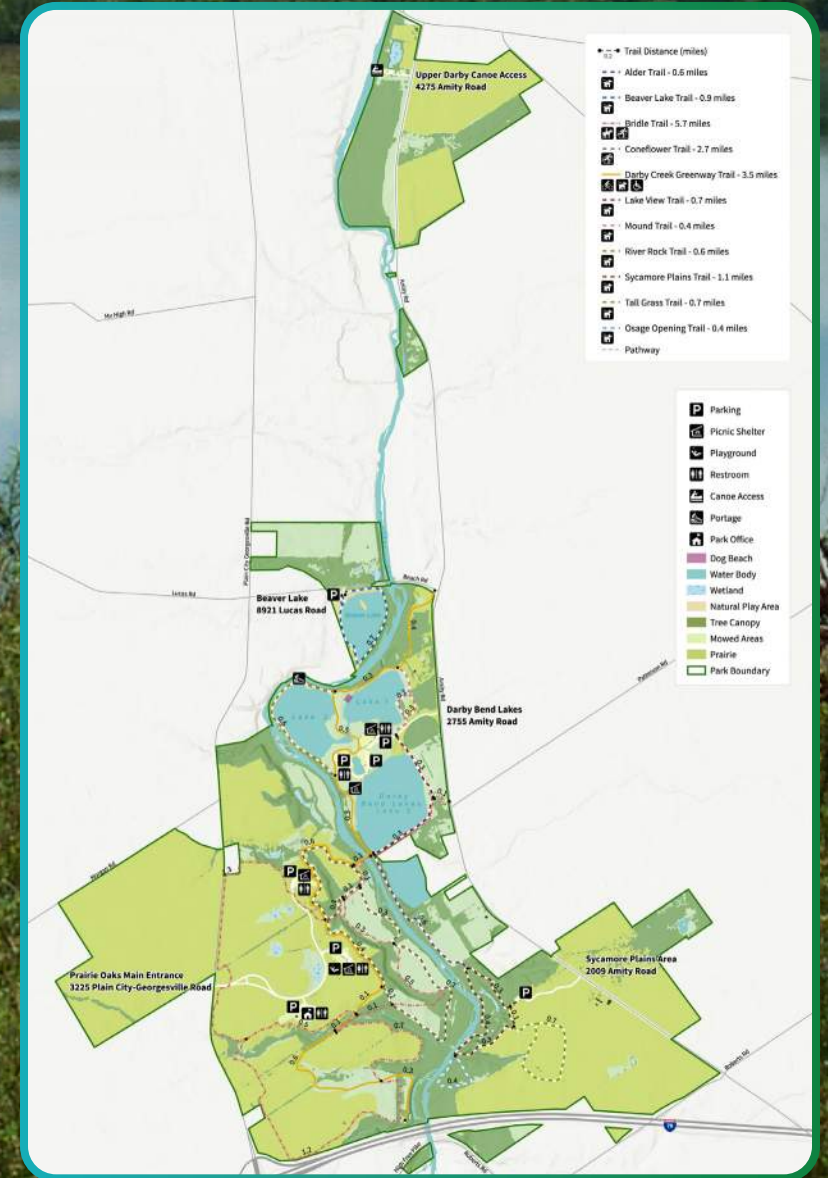
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CONSTRUCTION AGGREGATES

EARTH

Construction aggregates are essential to making everyday life possible as they are used in the construction of our roads, buildings, homes, and more. Often, the perception of mining is generally negative, with the industry facing challenges due to environmental and social concerns. However, the Olen Corporation and Area Aggregates companies are different. Our operations are in locations others may consider too difficult to balance production with local-specific environmental and social concerns. This challenge is our strategic advantage. We are successful in balancing those concerns with aggregate, gravel, and sand production by proactively monitoring, planning for, and having processes in place to operate without negatively impacting our communities.

We are committed to restoring our post-mining properties to a condition that benefits the surrounding community. A recent example of our post-mining restoration efforts can be seen by visiting Prairie Oaks Metro Park in central Ohio. This property now has 500 acres of lush flowering prairies and grasslands that were restored using seeds native to the Darby Plains. The spectacular scenery of the Big Darby State and National Scenic River, which flows through the 2,291-acre park, provides a beautiful backdrop for outdoor adventure. The park also has several deep lakes for fishing and boating. Due to this and similar projects, Olen is a 7-time recipient of the Pride in Reclamation Award from the Ohio Department of Natural Resources (ODNR).



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Over **844,000** tons
of material was crushed
onsite for reuse.

When Kokosing excavates at a jobsite, one process we use to reduce our environmental impact is to establish excavation phases or sequences. This helps to eliminate unnecessary exposure of soil to the elements, reducing erosion and sediment control needs, reduces the need for additional trucking, lowering fuel consumption, and allows for the reuse or recycling of materials onsite. Kokosing works with the clients and owners to reuse as much natural material onsite as possible. Onsite crushers, screening units, and storage piles allow for the repurposing or re-use of existing materials.



ENERGY

SOLAR

FLEET

MODERN ROADWAYS

We continuously monitor technological advancements to increase our efficiency, reduce our waste, implement green technologies, and protect the natural environment. While these efforts span every aspect of our business, one major focus area is continuously updating our equipment fleet to improve energy conservation and environmental quality. Our operators are vital participants in environmental stewardship, both in continuous improvement efforts and dedicated practical implementation.

SOLAR: GOOD HOUSEKEEPING

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ENERGY



Kokosing has a long history of integrating technology advances in our own offices and jobsites to improve the quality of life for team members while reducing our energy usage and associated costs. In 2023 and early 2024, we completed one our of largest scale initiatives with the addition of solar to our Westerville, OH headquarters and Annapolis Junction, MD office.



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SOLAR: INSTALLATION

ENERGY

Kokosing’s Solar Division supports companies and individuals who look to diversify their energy portfolios to include solar. We have increased the breadth and depth of our footprint in Ohio and surrounding areas. Our engineers, installers, and technicians deliver full-service to our customers- from design, through construction, to operation and maintenance.



Number of Solar Systems Installed	Solar System Capacity Sold	Estimated Annual kWh Produced from Kokosing
1,579	55,657.92 kW DC	67,935,952 kWh DC

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FOSSIL FUEL REDUCTION

ENERGY

To lower our reliance and consumption of traditional fossil fuels, Kokosing is integrating idle reduction and grade control technologies, the use of biodiesel fuel, and solar powered and hybrid equipment into our fleet. As battery technology continues to improve, Kokosing has integrated battery powered saws and small equipment, like plate compactors, to supplement and/or replace some traditional gasoline powered equipment.

Kokosing utilizes over 250 solar powered assets including traffic control equipment and light towers.



Hybrid Electric Dozers provide fuel efficiency gains of up to 35% and reduce CO2 emissions by up to 20%



Biodiesel use currently accounts for 13% of our total diesel fuel usage.



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Sustainability in equipment and facility management involves the strategic operation and maintenance of assets to minimize environmental impact while maximizing efficiency and cost-effectiveness. At Kokosing this includes selecting energy-efficient equipment, implementing preventive maintenance programs to extend the life of machinery, and utilizing technologies that monitor and optimize resource usage. Additionally, sustainable facility management practices encompass reducing waste, recycling materials, and utilizing renewable energy sources. Through effective planning and preventative maintenance, our team ensures the long-term viability of our facilities and equipment and supports our organization by reducing our environmental investment, lowering operational cost and contributing to broader environmental goals.

FLEET MAINTENANCE

ENERGY



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MODERN ROADWAYS


ENERGY

The Kokosing family of companies continues to work with communities to meet the needs of motorists while advancing the sustainability of our roadways. Modern sustainable roadways include alternative intersections like roundabouts or diverging diamonds and offer benefits including the reduction of congestion, emissions, and fuel consumption. Our role in creating and maintaining modern roadways includes the production of aggregates and asphalt, new construction, and resurfacing.

As demonstrated by receipt of our NAPA Diamond Paving Commendation, our commitment to ‘do it better’ is often seen within the built environment but starts within our operations. This commendation acknowledges our commitment to operational paving excellence through evaluation of our supervisor and crew member training, use of best practices in paving, and compliance.

According to the Insurance Institute for Highway Safety (IIHS), installing roundabouts in place of traffic signals or stop signs has been found to reduce:

- Carbon monoxide emissions by 15%-45%
- Carbon dioxide emissions by 23%-34%
- Nitrous oxide emissions by 21%-44%
- Hydrocarbon emissions by 0%-40%
- Reduced fuel consumption by an estimated 23%-34%



Annual recipient of
NAPA's
Diamond Paving
Commendation
since 2020

COMMUNITY

DIVERSITY

SAFETY

PHYSICAL HEALTH

MENTAL HEALTH

LEARNING, DEVELOPMENT, & LEADERSHIP
PROGRAMS

KOKOSING UNIVERSITY

CO-OP PROGRAM

FORM SHOP/HIGH SCHOOL

COMMUNITY ENGAGEMENT

SUBCONTRACTOR ENGAGEMENT

KOKOSING AWARDS

We believe making investments that improve the quality of life in the communities where we live and work is of the utmost importance. Kokosing knows the importance of volunteering, raising money for charities, education, mentoring the future workforce, supporting healthy lifestyles, and recognizing those who go above and beyond. Kokosing is proud of how our team members and their families give back to our communities.



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From *“Together, we can build it all”*
to *“None of Us is as Smart as All of Us”*

Kokosing embraces the mindset that all people have value and can provide meaningful contributions. At Kokosing that means all experiences, backgrounds, and perspectives are essential to delivering viable, high-value, long-term solutions for communities and companies across our footprint. Our efforts to produce an environment that is accepting, empowering, and encouraging to all our team members are reflected through our goals to recruit, develop, and retain both a diverse work force and subcontractor network. We are at our best when everyone can reach their full potential.



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COMMUNITY

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SAFETY

COMMUNITY



Kokosing’s first Core Value, **Safety First**, is championed by each team member at work and at home, 24 hours a day 7 days per week - Safety 24/7. We train, coach, and expect every team member to be a safety leader, have genuine concern for the safety and well-being of every fellow team member by looking out for each other, speaking up, and using their Stop Work Authority.



Safety is personal, regardless of whether we are at home and at work, each team member is responsible for their personal safety 24/7. This requires personal ownership and action and is reinforced through:

- Learning, Development, and Leadership opportunities that ensure each team member owns their 20 SF of safety responsibility.
- Teaching personal leadership of our five Safety 24/7 Skills.

BIG 3

1. What am I about to do?
2. What are my hazards?
3. What do I need to do to work INJURY & INCIDENT free?

Planning the work

Helping team members identify and correct unsafe conditions and at-risk behaviors

Taking a personal responsibility for our own safety and the safety of our families, teammates, and others impacted by our actions

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SAFETY TRAINING

Our Safety Training offerings help Kokosing to continually improve compliance and reduce events that contribute to injuries and other incidents of loss. Reaching beyond compliance, we are committed to offering all of our world class safety trainings in Spanish, on our way to offering a full library of bilingual safety training by 2027.

Kokosing’s Safety Training offerings are developed by subject matter expert operational leaders and safety professionals. They are a combination of in-house developed content, videos, and hands-on skill verification.



CONFINED SPACE	# TMs Trained..... 334 Training Hours..... 700	HEAT ILLNESS PREVENTION	# TMs Trained..... 3,735 Training Hours..... 2,691
CRANE SUPERVISOR	# TMs Trained.....76 Training Hours..... 1,200	RIGGING	Courses Available 6 # TMs Trained..... 643 Training Hours..... 5,132
OSHA 10 & 30	# TMs Trained.....180 Training Hours..... 4,500	COMPETENT PERSON (CP)	Courses Available22 # TMs Trained..... 4,003 Training Hours.....14,890
TRENCH & EXCAVATION	# TMs Trained..... 366 Training Hours..... 2,920	SAFETY TALKS	Courses Available337 # TMs Trained...456,557 Training Hours.....152,186
NEW SUPERVISOR SAFETY	# TMs Trained.....181 Training Hours..... 724	AUTHORIZED PERSON (AP)	Courses Available 136 # TMs Trained.....16,784 Training Hours..... 14,876
COLD WEATHER OPS	# TMs Trained.....1,852 Training Hours.....733	FALL PROTECTION	Courses Available 6 # TMs Trained..... 888 Training Hours.....1,308

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HANDS-ON OPERATOR TRAINING

Crane Operator Training
Each crane operator regardless of certification is put through a rigorous seat check process for each crane and configuration they will be operating.

Mobile Elevating Work Platform (MEWP) and Forklift Operator Trainings
Training on regulatory requirements is simply not good enough when it comes to the safe operation of MEWPs and forklifts. Kokosing has developed internal instructor-led classroom and hands-on operator training and certification. The end goal - being safe using and working around these important pieces of equipment.

New Operator Training
By embracing technology and in partnership with BuildWitt, we are able to train in the field at the point of operation. Kokosing completed 8,529 machine and process specific trainings at the point of operation for new mobile and heavy equipment operators.

CRANE OPERATIONS	Courses Completed.....	171	MOBILE ELEVATING WORK PLATFORM (MEWP)	Courses Completed.....	63	FORKLIFT OPERATOR TRAININGS	Courses Completed.....	95	NEW OPERATOR TRAINING	Courses Completed.....	88
	# TMs Trained.....	140		# TMs Trained.....	410		# TMs Trained.....	417		# TMs Trained.....	302
	Training Hours.....	3,275		Training Hours.....	2,698		Training Hours.....	3,300		Training Hours.....	1,816

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MEASURING OUR SAFETY

The only acceptable outcome is zero. Zero fatalities, zero injuries, and ultimately our goal of Zero At-Risk Behaviors. We continue to capture opportunities for improvement through the use of our internally developed and proprietary:

- Mobile Inspection App
- Incident Analysis Software
- Safety 24/7 Dashboard

Collectively, these tools allow us to target known injury/incident causes by operation and task strengthening our Operations Hazard Analysis (OHA) and Morning Action Plan (MAP) Meetings, and providing team members the answer to the BIG 3. These actions reduced our Total Recordable Incident Rate (TRIR) and Lost Time Injury Rates by more than 5% versus our previous five-year average.

In addition to the continuous use of these tools, Kokosing commitment to goal of Zero At-Risk Behaviors will be demonstrated through the personal leadership of Safety 24/7, specifically:

- Safety 24/7 Concerns – Sharing lessons learned from Serious Injury and Fatality Prevention (SIFP) Incidents
- Safety 24/7 Tips and MAP Fuel
- Safety 24/7, MAP, and BIG 3 Conversations
- Sharing Safety 24/7 Stories
- Application of our five (5) Safety 24/7 Skills



Our Safety Team

PHYSICAL HEALTH

COMMUNITY



Every day we perform physical activity that “works” the soft tissues of our bodies. One method of keeping our bodies in condition for this movement and activity is to stretch. Stretching is integrated into each morning to keep those tissues flexible, limber, and ready to go.



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MENTAL HEALTH

COMMUNITY

In construction, we rely on our minds as much as our bodies to deliver a good day’s work and return home in the same condition as we arrived. Kokosing provides all team members the resources to give our minds the same care and attention that we give our arms, legs, and back. Immediate support is available nationally through 988 Lifeline.



State of Mind: Warning Signs

Warning signs that may be beneficial:

- Feeling prolonged sadness or irritability
- Excessive fears, worries, or anxiety
- Growing inability to cope with daily problems
- Strong feelings of anger
- Withdrawing socially
- Confused thinking
- Substance abuse
- Suicidal thoughts



988 Lifeline

988 is the one number to call for all suicide and crisis support. No matter what the problem, who you are, or where you are, trained specialists are available 24/7/365. It’s free and it’s confidential.

988 SUICIDE & CRISIS
LIFELINE



988 LÍNEA DE
PREVENCIÓN DEL
SUICIDIO Y CRISIS

State of Mind: Self-Awareness Questions

- How are you feeling today, really? Physically and mentally.
- What’s taking up most of your head space right now?
- What and when was your last full meal? Have you been drinking enough water?
- How have you been sleeping?
- What have you been doing for exercise?
- What did you do today that made you feel good?

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LEARNING, DEVELOPMENT AND LEADERSHIP PROGRAMS

COMMUNITY

Our success is driven by our people. We offer strong career development programs, expanded opportunities, and unmatched construction resources to ensure the growth of our people and companies. Our culture is a product of our core values, which are embedded in everything we do. Honesty, integrity, teamwork, and a commitment to excellence...these principles guide our operations and establish Kokosing as a benchmark for the construction industry.

Here are examples of the many ways we invest in the development of our team members. Additionally, many of our companies and departments offer their own development programs to upskill and cross-train team members in their respective areas, but also the broader family of companies.

ALP

ADVANCED LEADERSHIP PROGRAM (ALP)

- Focuses on enhancing team member understanding of all the businesses under Kokosing.
- Connects team members with leaders from the different Kokosing companies, enlarging team member networks and resources.
- Team members collaborate to solve targeted industry challenges.

ADP

ACCELERATED DEVELOPMENT PROGRAM (ADP)

- Focuses on business education, team-building, and executive management interaction.
- Drives collaboration and community connection.



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WOMEN'S IDEAS AND STRATEGIES EXCHANGE (WISE)

- Focuses on personal growth and professional development of our female team members.
- Connects team members to coaching, mentorship, professional development programming, tools, and resources.



OPERATE WITH LEADERSHIP (OWL)

- Focuses on building trust and achieving results to create complete and effective leaders.
- Explores beliefs and behaviors, expertise and coaching skills, communication styles and how to interact within teams.



Support Leadership Development (SLD)

- Focuses on leaders in Support Operations and the foundations of our process and methods for elite Equipment Management.
- Nine sessions over an one year period with topics such as Six Functions of Equipment Management, Planning, Our Team, Operations Perspective on Equipment, and our Capex process.
- Opportunity for leaders from different departments to interact, connect and learn from each other, enlarging the team members networks and resources.

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KOKOSING UNIVERSITY

COMMUNITY

Kokosing University was established with the goal of accelerating, measuring, and recognizing team members’ performance. This web-based portal allows team members to access over 100 online and in-person curriculum of education, experience, and exposure training. The easily accessible portal enables information learning and sharing through interest groups.

Kokosing’s Learning and Development programs are designed to encourage team member learning and growth, build leadership skills, communicate expectations via policy and procedure education, provide best practices to ensure Kokosing and Client data is safeguarded, and ensure ethical and honest behavior is mirrored throughout the organization.



1,900
team members
have completed the
OWL program.

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83% of co-ops who were extended offers accepted and began full time employment.



Kokosing’s Co-op Program is an experience designed to provide university students with practical construction industry experience, the opportunity to work on value-added projects, connect with a mentor in their field of study, network with senior leaders, team members and other co-ops, and so much more. Co-Ops have specific project responsibilities and daily activities that enable them to experience our industry firsthand. They are assigned to a project or office with an experienced supervisor and a mentor for questions or support needed during their co-op term. During the summer term, we host additional program activities, such as a Road Rally, team-building activities and a Capstone. The Capstone Event has each co-op present on the culmination of their learning and experiences during the term and provides them the opportunity to meet senior level management. Of course, the event includes some fun, interactive activities that showcase various aspects of the construction and engineering industry and hands-on experience that also benefits the communities we serve.

CO-OP PROGRAM

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FORM SHOP/ HIGH SCHOOL

COMMUNITY



Kokosing’s ELITE program offers a pathway to a long successful career as a construction professional. While in High School, juniors and seniors are eligible for an internship opportunity. For example, individuals at or near Kokosing’s Form Shop build formwork and other items to support our operations in the field. They get to learn about all the construction materials and how things are built so when they get to the field, they have an advantage over others new to the industry. They are also exposed to the safety culture and standards we have set forth. The ELITE program has two levels:

- **Level 1:** High School and Career Center Juniors and Seniors who have an interest in construction and who are eligible to work in designated Kokosing Shops.
- **Level 2:** Our Career Builder program focuses on mentorship and engagement for individuals who have recently joined our field workforce.

Experience

Direct Field Exposure

Leadership

Pathway to career

Insight

Mentorship

Training

Continuous Development

Excellence

Construction Professional



95% of high school interns who were extended an offer accepted, and began full time employment.

COMMUNITY ENGAGEMENT

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COMMUNITY



The Burgett Family and the Kokosing Companies are committed to being socially responsible. One of the many ways we accomplish this is through our charitable donations, volunteering, and sponsorships. Our approach of giving starts first in the communities our team members work and live in and may at times expand outside of these geographic areas. Each year, we work in hundreds of communities and our team members are from across multiple states. This large geographic area provides Kokosing with many opportunities to help make a positive impact.

Being in various construction related businesses, with a talented group of people, and access to equipment and material gives Kokosing a unique opportunity to help in other ways. Kokosing is committed to provide opportunities for our team members to serve as volunteers and to also financially support charities. We work to use all of our resources to make a significant difference. We view our donations as an investment in the future of the communities where we live and work. Kokosing is focused on supporting organizations that help people and communities improve.

MATCHING CAMPAIGNS

Children's Hospitals

This annual campaign allows team members to give to a local children's hospital. Kokosing matches dollar for dollar.

\$87,770

21 Children's Hospitals
11 States

Food Banks

Kokosing matches \$2 for every \$1 and \$1 for every food item donated to the food bank each jobsite/office has chosen in their area during our annual Food Drive.

\$132,023

40 Food Banks
8 States

Kokosing also gives to food banks in areas we work every holiday season.

\$110,000

38 Food Pantries
9 States

United Way

For over 60 years, Kokosing Companies have matched every dollar our team members have given to the United Way of their choice.

\$137,660

85 Counties
8 States

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VOLUNTEERING

Volunteering Paid Time Off (VPTO)

Volunteer opportunities are set up by Kokosing for team members to participate in. Team members volunteer for 8 hours. Kokosing pays for 4 hours while the team member uses 4 hours of their time. Over the years, we have been involved in various organizations including food pantries, meals on wheels, habitat for humanity, United Way Day of Caring, and more.

Bill Burgett Helping Hands

Retirees are given opportunities to volunteer on projects for the community and for fellow retirees in need. Some projects have included building ramps, repairing retaining walls, replacing access bridges, playgrounds, and more.



Painting fun activities on the playground at a local preschool for United Way Day of Caring 2024



Retirees created a parking lot, path, and more at the Ackerman Nature Preserve in 2024.

IN KIND GIVING

Kokosing’s skills and resources are often given to help organizations who may be in need help in other ways other than a monetary contribution:

- Asphalt millings
- Paving: Ohio Bird Sanctuary, Ashland Women’s Fund Childcare Initiative, and more
- Signs - communities events
- Supplies to career and tech schools: tools, PPE, etc.



BLOOD DRIVES

- Kokosing hosted ten (10) blood drives:
- Donors: 348
- Units of Blood Collected: 355
- Potential Lives Saved: 1,065
- Kokosing has sponsored the Fredericktown Community Blood Drive since its start in 2016.



PARTNERSHIPS

- Nationwide Children’s Hospital
- University Hospital Rainbow Babies & Children’s Hospital
- Big Brothers Big Sisters
- Flying Horse Farm
- Mount Vernon Nazarene University
- Gil Scouts of Ohio Heartland

MENTOR PROGRAMS

- ACE Mentor Program of Annapolis
- Team members serve as mentors for estimating and engineers programs at several universities.

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COMMUNITY SUPPORT



Youth Organization Giving

Kokosing supports Youth Sporting Teams and Group Activities that our team members’ children and grandchildren participate in each year. Each team selected receives a \$200 donation to use toward equipment, renovations, uniforms, and other items.



Komen Race for the Cure

Kokosing gives \$10,000 every year to help find a cure for breast cancer. Team members are able to join Team Kokosing and participate in this annual race in person or virtually for a fun day and to raise additional money for this great cause. Team Kokosing raised \$8,365.77 and was the 3rd Top Company and 4th Top Team in the race.



Kokosing annually gives back to over

500

different charitable organizations

S.T.E.M.

Because Kokosing truly believes that these type of programs enrich a child’s learning experience and can help lead them to a career based on science, math, technology, or engineering, we are offering the **S.T.E.M. Giving Campaign**. Kokosing gives \$200 to S.T.E.M. or similar programs each calendar year that our team members’ children/ grandchildren participate in.

Walk/Run/Ride

Team members who participate in a charitable event for a debilitating disease can receive a \$200 Walk/Run/Ride contribution to that 501c organization.

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TEAM MEMBER ENGAGEMENTS

As an appreciation to our team members, Kokosing creates team member engagements for all of our regions. Events have included:

- Zoo Days
- Amusement Parks
- Cookouts
- Firework Events
- Golf Outings
- Clay Shoots
- Fishing Days
- and more



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COMMUNITY

SUBCONTRACTOR ENGAGEMENT

Each year, Kokosing engages thousands of vendors, subcontractors, and suppliers on our job sites. Each brings its expertise to complement our own, expanding, and extending our reach. We appreciate our valued partners and continually seek to develop new relationships to further drive safety, innovation, and quality.

We welcome business of all backgrounds to join our subcontractor/vendor list. Our reputation for treating companies fairly and policies such as on-time payment make us a preferred partner. Small and other diverse business owners especially value our approach because they can focus on contributing to the project. Kokosing considers all subcontractors an extension of our workforce and works closely with our project management teams to foster a “Together, We Can Built It All” environment for all project members, regardless of the contractual relationship. Where opportunities arise, subcontractors participate during the preconstruction phase, while others will be fully integrated within the project team during the construction phase. We are committed to providing opportunity; not solely to “check a box”.

Kokosing is a positive force transforming the industry through dedication to our purpose, people, and providers.



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OWL AWARDS

The Operate With Leadership (OWL) is a peer-nominated award for exceptional leadership skills. Identifying leaders at every level is key to creating a work environment that engages hearts and minds, focuses effort and energy, and enables excellence. Our leaders build trust through character, competence, and connection. They take ownership of their own 20 square feet. These recipients demonstrate the disciplines of the OWL program. Their leadership creates the culture of behavior needed to achieve results.



24 team members were recognized with the OWL award.

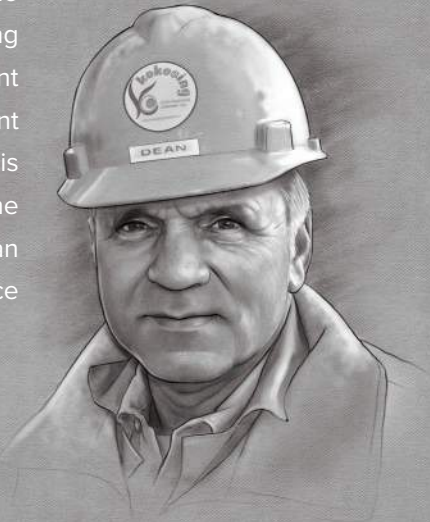
COMMUNITY

KOKOSING AWARD WINNERS

Kokosing is built on the foundation that our team members are our most valuable resource. Team member recognition is a cornerstone of our culture.

DEAN RINEHART EQUIPMENT CARE AWARDS

The Equipment Care award recognizes individuals who go above and beyond to care for the equipment, following the example of Dean Rinehart. Dean was an Assistant Vice President who worked from 1971 until his retirement in 2017 and sadly passed away in 2020. Dean spent his entire career at Kokosing helping build and grow the Equipment Maintenance Division. Team members can win this award up to three times in their career. Since 2021, we have recognized team members.



- Levels of Achievement:**
- Bronze Award** - 16 first time winners
 - Gold Award** - 2 second time winners
 - Platinum Lifetime Award** - 2 third time winners



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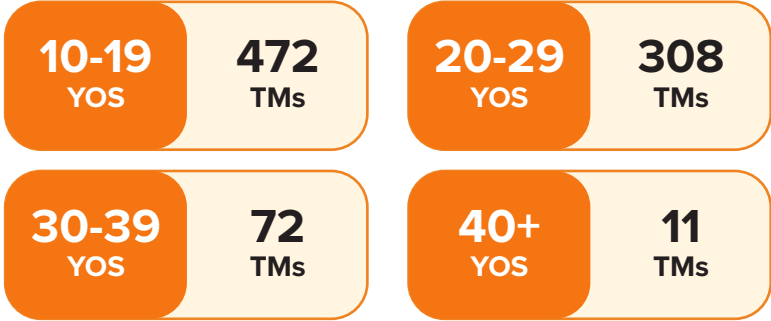
YEARS OF SERVICE

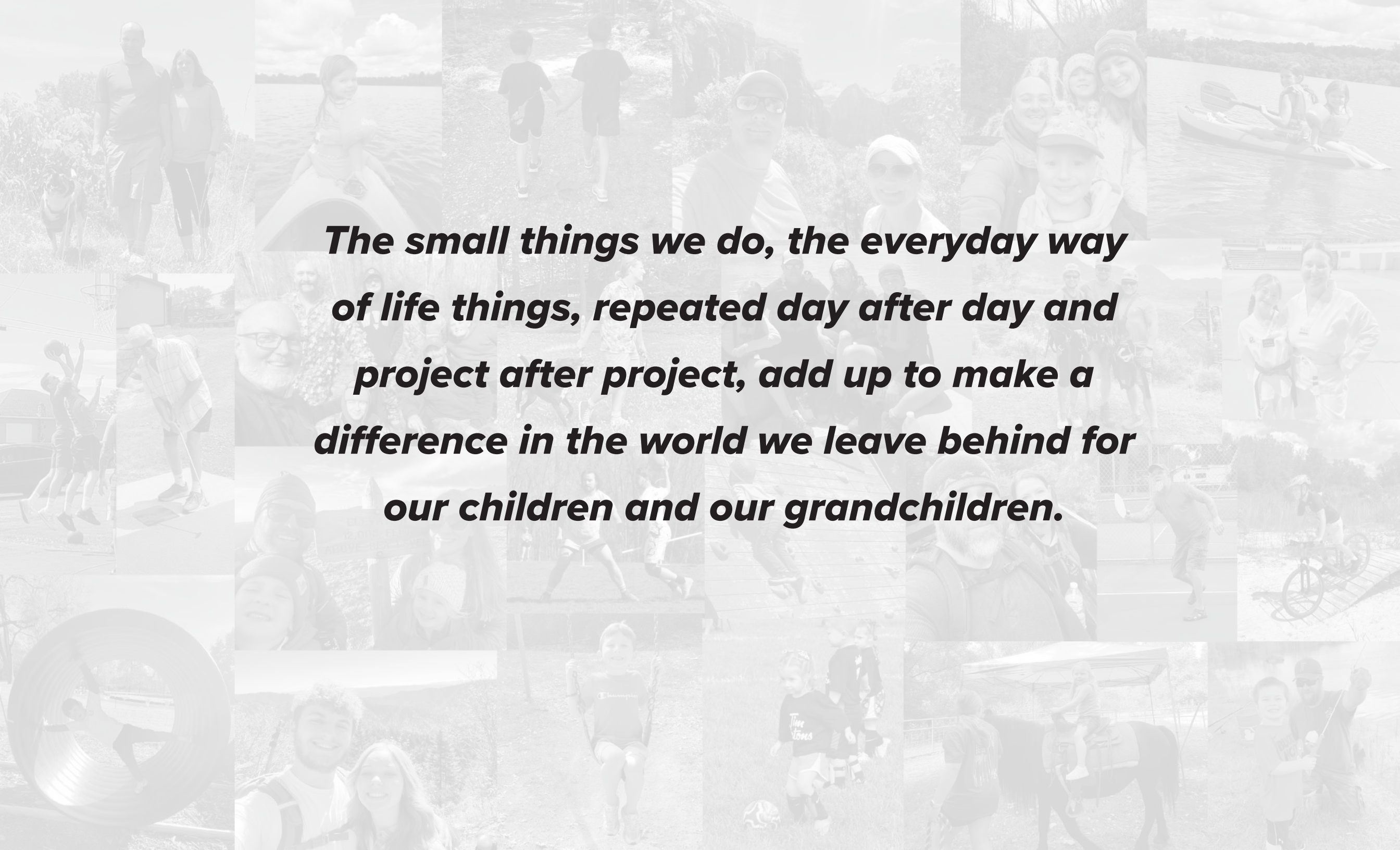


Kokosing is proud of our team members and appreciate the important role they play in our company’s success. We thank them for their years of service to Kokosing and congratulate them on their achievement by presenting them with an annual ‘Years of Service’ (YOS) hard hat decal and an appreciation letter from their president. Our CEOs add personal messages to the letters of team members who have reached milestones.

Team members are awarded at 4, 10, 20, 30, and 40+ years of service with gifts such as the Kokosing history book, coats, watches, plaques, checks and more!

Team member years of service:





***The small things we do, the everyday way
of life things, repeated day after day and
project after project, add up to make a
difference in the world we leave behind for
our children and our grandchildren.***



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