

ENVIRONMENTAL | SOCIAL | GOVERNANCE

2020

2020



Wayne Brothers
COMPANIES



ENVIRONMENTAL | SOCIAL | GOVERNANCE



WAYNE**BROTHERS**.COM

From Wayne Brothers Ownership

At Wayne Brothers, our commitment to doing the right thing has been our guiding principle since our inception. This unwavering dedication extends beyond our business operations and transcends into our core beliefs. Whether it concerns our interactions with people, our impact on the environment, or our contributions to society, our overarching goal is always the same: to leave this world in a better state than we found it.

As we embark on this journey of transparency, we are proud to present our Environmental, Social, and Governance (ESG) report. This report outlines our sustainable practices and our collective vision for a more prosperous, equitable, and environmentally conscious future.

Throughout the following sections, you will find an exploration of our efforts to foster positive change, both within our organization and in the world at large. From our sustainable best practice's to our commitment to the well-being of our people and communities, we have taken steps to ensure that our actions reflect our core values.

We understand that ESG considerations are more vital in today's complex world. As we navigate the evolving landscape, we remain steadfast in our belief that doing the right thing is not only a moral imperative but a strategic advantage. We invite you to join us on this journey, and we are excited to share the progress we have made thus far.

Thank you for your ongoing support and partnership as we work collectively to build a brighter and more sustainable future for all.




KEITH WAYNE
President & CEO

JOHN ASHWORTH
VP/Quality & Training

CHAD HENSLEY
EVP/Business Management

ISAIAH WAYNE
Chief Operating Officer

JIM RHODES
VP/Civil &
Infrastructure

ADAM WEISNER
VP/Pre-Construction
Services

BRANDON SPEARS
Chief Financial Officer

ENVIRONMENTAL | SOCIAL | GOVERNANCE



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AT A GLANCE

FOUNDED
1985

PRIVATELY
HELD

3 OFFICE
LOCATIONS

DAVIDSON, NC (HQ) | EAGLEVILLE, TN | WALTERBORO, SC

520+
EMPLOYEES

DESIGN-BUILD SERVICES



Engineering



Geotechnical
Solutions



Civil &
Infrastructure



Turnkey
Concrete



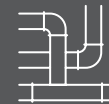
Industrial
Contracting



Materials
Sales



Equipment Rigging
& Installation



Process &
Utility Piping



Specialty
Concrete

At Wayne Brothers lies a commitment to these beliefs: doing the right thing, delivering exceptional value to our clients, safeguarding the environment, and achieving financial efficiency. In this section of our ESG report, we delve into our profound commitment to environmental responsibility, guided by our firm belief that it's possible to attain the best of all worlds. We are dedicated to realizing this balance by implementing sustainable practices that not only consider the environment but also deliver tangible benefits to our clients and optimizing costs. As we navigate this transformative journey, we aim to demonstrate that our dedication to environmental stewardship is not just a moral compass but a strategic advantage, proving that responsible construction practices can indeed provide a harmonious blend of value, eco-consciousness, and cost savings.

THE BOTTOM LINE

We believe in doing the right thing.

We evaluated the three main contributors to embodied carbon during the construction phase:

1. What materials we were using on a project
2. How we build a project
3. Assets we used to operate

Our approach is to optimize each of these carbon contributors.

WHY THIS MATTERS

Our best practices are designed to optimize material usage, reduce waste, improve asset utilization, which equates to fewer resources consumed during construction and operations.

MATERIALS

The construction industry stands at a critical crossroads, where the demand for progress and development must harmonize with our shared responsibility to protect the environment. As we confront the challenges of expansion, the choice of materials used in construction emerges as one consideration. By embracing eco-conscious choices, we not only construct buildings that endure but also reduce the environmental footprint of our projects.



RED BOX SYSTEM

Red Box System is a service provided by Preferred Construction Supply, a Wayne Brothers company. The system consists of multiple conex storage boxes that house many of the common construction and safety supplies needed on a project. Think of these boxes like a mini store onsite.

This system is a win-win for everyone:

- Production time is increased for those who use the Red Box System because they don't have to go out and get commonly used material
- Jobsite is safer because less vehicle traffic
- Less emissions from all trades on a jobsite

ENVIRONMENTAL IMPACT

Red Box System reduces the number vehicles on the road getting and delivering material. **LESS TRUCKS ON ROAD = LESS EMISSIONS.**

PROJECT MATERIAL

We focused on two main areas with project materials:

1. How can we reuse material
2. Sourcing high-quality, environmentally friendly materials

REUSING MATERIAL

We assist designers and construction managers with balancing the grading onsite to avoid import and export of structural fill – which massively reduces large vehicles on the road.

We also process (crush and screen) onsite rock material when available. This is used for road base and select backfill where needed.

We focus on reusing jobsite material such as fence t-posts, formwork jet stakes, hand formwork, and many other materials. These materials are brought back to our Material Sales warehouse where they are cleaned, organized, and readied for the next jobsite.



Invested \$1.8M in MEVA formwork instead of using disposable formwork thus reducing jobsite material waste.



HIGH-QUALITY, ENVIRONMENTALLY FRIENDLY MATERIALS

- Stock coconut fiber for erosion control that can be used instead of plastic as an alternative for clients who value environmentally friendly materials.
- We source and use chemicals that are environmentally friendly.

BONUS

Preferred Construction Supply purchases, warehouses, and distributes our construction materials. They optimize material and equipment deliveries by delivering multiple items at once.

FEWER TRIPS = LESS EMISSIONS.



PROJECT APPROACH AND PLANNING

Our approach to sustainability is tailored to the unique requirements of each project. We firmly believe that intelligent and constructible design is integral to achieving sustainability goals while simultaneously reducing construction costs. In this section, we'll explore how this approach translates into practical, efficient, and cost-effective construction practices, demonstrating the synergy between sustainability and financial prudence.

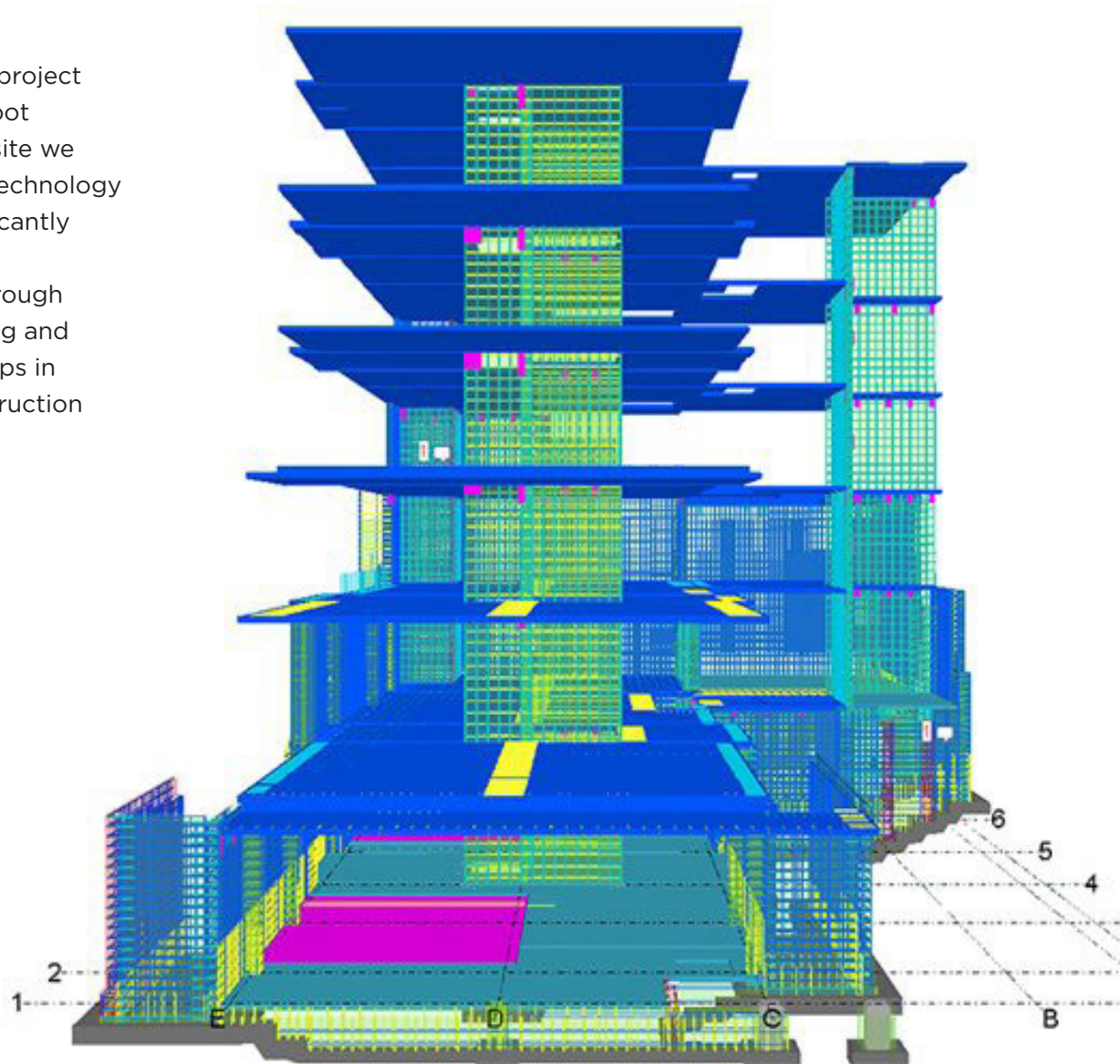
CONSTRUCTABILITY REVIEW

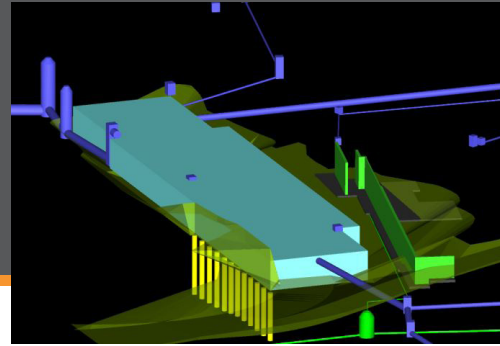
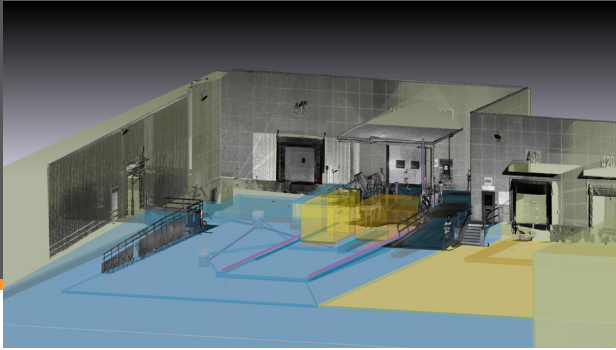
In our commitment to sustainable construction practices, we harness the power of meticulous project planning as a cornerstone for reducing material usage and enhancing efficiency. Our integrated approach involves close collaboration before construction begins.

- **COLLABORATIVE PLANNING FOR OPTIMAL SOLUTIONS** Our in-house engineering, Civil and Infrastructure, Geotechnical, and Concrete construction teams collaborate to determine the optimal combination of deep foundations, ground improvement solutions, and building foundations to support the project.
- **CONSTRUCTABILITY REVIEW FOR EFFICIENCY** The constructability review provides a platform for our team to identify design elements that will cause inefficiencies during the construction phase, and inform the project team of alternative solutions that will reduce: material usage, time, and cost of construction.
- **RISK MITIGATION AND SAFETY PLANNING** The constructability review also serves as a proactive platform for identifying potential risks and challenges that may arise during construction. By addressing these issues early in the planning stages, we control the project risks, enhance the project resilience, reduce the likelihood of disruptions, and ensure that sustainable practices remain in tact even in the face of unforeseen circumstances.

BIM/VDC

We model every project before we step foot onsite. Once on-site we continue to use technology contribute significantly to environmental sustainability. Through accurate modeling and planning, BIM helps in minimizing construction waste.

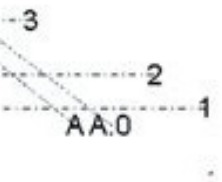




WHY IT MATTERS

This is crucial for environmental sustainability, as reducing waste not only conserves resources but also decreases the need for disposal, minimizing the impact on landfills.

- **MATERIAL PLANNING AND WASTE REDUCTION** We can plan for more exact quantities, reducing waste at the end of the project. Allows us to identify clashes by incorporating other trade models, decreasing the chance of rework and wasted material, time, and money.
- **LOGISTICS AND SPACE OPTIMIZATION** Reduction in jobsite lay down space because we can plan ahead and have the material delivered just-in-time (JIT).
- **FUEL AND RESOURCE EFFICIENCY** Machine control systems reduce fuel consumption through more efficient grading operations, reduced idle time, and fewer site visits required by surveyors.
- **REMOTE MONITORING AND PLANNING** Drone scans allow the project team to monitor site conditions without traveling to the site. Data from the scans facilitates better planning and more efficient earthmoving, reducing rework.
- **PRECISION SCANNING FOR EFFICIENCY** Laser scanning collects millions of points in a single site visit, reducing travel and rework and facilitating better planning.



THE BOTTOM LINE

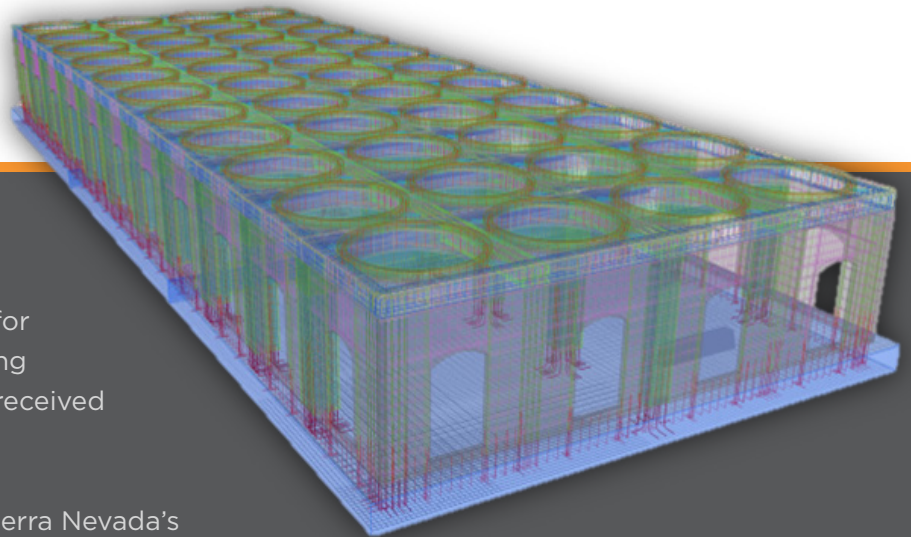
Utilizing BIM before and during construction provides a platform for informed decision-making, optimized resource utilization, and streamlined processes. These factors collectively contribute to minimizing environmental impact and promoting sustainable practices in the construction industry.

CASE STUDY

We have completed construction for 15 LEED Certified projects; including the Sierra Nevada Brewery which received LEED Platinum Certification.

Using detailed BIM modeling on Sierra Nevada's East Coast Multi-Structure Brewery project enabled the team to significantly reduce rebar material waste.

The fermentation tank structure, a 12,000 square-foot concrete structure with hundreds of embeds and block outs, required careful planning to avoid errors and subsequent rework and waste. Tekla was used to detail the rebar and coordinate work activities—there was no second guessing. Not only did using the 3D model shave a week off the three-month schedule, but it also resulted in no rebar discrepancies due to detailing or fabrication errors. For this type of project, one would expect 10 to 15 percent rebar waste; however, this was reduced to less than 1% or just two tons out of 300 tons of steel.



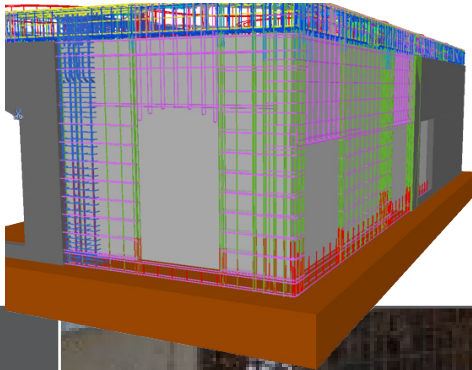
SUSTAINABLE STATS

- Reduced project rebar waste to less than 1% rather than the typical 10-15%
- Earned LEED Platinum Certification

REDUCED
PROJECT REBAR
WASTE

< 1%

BEFORE



AFTER



DURING CONSTRUCTION

Best practices such as the below help to protect the surrounding landscape during construction and minimize fuel consumption.

- Strategically place dirt to reduce haul distance, fuel consumption, and carbon emissions.
- Phase grading activities to reduce double handling of materials. Decreasing equipment run time and fuel.
- Use natural material to reinforce our barriers.
- Work with the natural flow of water.
- Use curtains around the water shed.
- Use of concrete wash basins to reduce contamination.
- Prefabrication in a controlled environment where exact materials are ordered.

CASE STUDY

PROBLEM

A 330-acre site had a creek running through the center. This creek naturally created a gap that splits the job into two separate sites which dramatically increases haul time.

SOLUTION

The solution was the addition of two temporary bridges, providing access across both parcels. This bridge protected the creek and decreased the amount of fuel burnt and emissions.



ASSETS

We highlight our commitment to environmental stewardship through our assets. From advanced facilities, cutting-edge equipment, to our vehicle fleet, these assets play a pivotal role in reducing our environmental impact while driving innovation and efficiency.

EQUIPMENT & VEHICLES

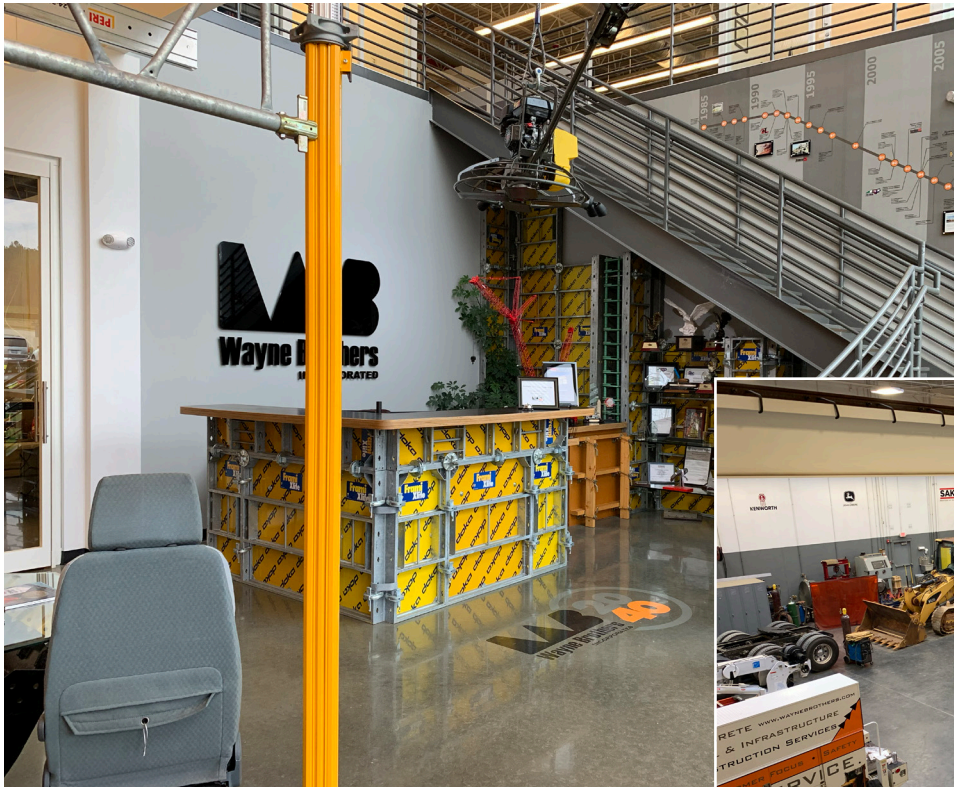
- All waste oil, transmission fluid, and brake fluid are 100% recycled and reused for heating the Service Center.
- All engine coolant (antifreeze) is 100% recycled.
- All vehicle and motor equipment batteries are recycled.
- Tier 4 engines for improved efficiency and reduced emissions.
- GPS machine controlled: moving more dirt in less time using less fuel.
- Web-based maintenance program - boosts first-time fix rates by matching the right staff with needed resources for initial visits, cutting down on return trips and reducing unnecessary emissions.
- 90% of our on the road vehicles have GPS.

TIER 4
ENGINES

The GPS allows us to monitor speed, accelerating, and braking which all contribute to the increased use of gas. According to the Department of Energy,

VEHICLES
WITH GPS 90%

*“Obeying the speed limit, accelerating and braking gently and gradually, and reading the road ahead can **IMPROVE THE FUEL ECONOMY OF YOUR VEHICLE BY 15%–30% at highway speeds and 10%–40% in stop-and-go traffic.**”*



FACILITIES

- Cardboard, plastics, and metal are 100% recycled
- Motion Lighting to save energy
- Skylights to provide more natural light
- Dual mode LED site parking lights
- Low flow water in the bathrooms
- Installed LED lights in all buildings, power savings of \$500.00 a month
- Use electric forklifts and equipment in warehouse
- Use recycled water for washing equipment and vehicles

LEDs
= \$500
SAVINGS
MONTHLY

COMMITTED TO SUSTAINABILITY

> 4000
GALLONS OF
OIL WASTE

HEATED

19,000 sq ft

We have Waste Oil Furnaces in all our facilities. In one year, over 4,000 gallons of oil waste was clean burned to heat 19,000 sq ft.



In 2012, we went digital which cuts down on paper waste but with that came electronic waste. **WE ARE PARTNERED WITH PROCURRI, A LEADING IT ASSET DISPOSAL (ITAD) CONSULTING FIRM. THEY PROCESS ALL OUR END-OF-LIFE IT ASSETS.**

Procurri is a certified Carbon Neutral Organization and is committed to sustainability.



This section underscores our continuous pursuit of excellence in fostering a workplace that values and prioritizes its people. We are dedicated to making Wayne Brothers not only a preferred employer but also a place where every individual thrives, personally and professionally. We will detail our initiatives and performance metrics, demonstrating our commitment to creating a better future for our employees, our company, and our community.



TRAINING

OUR PEOPLE

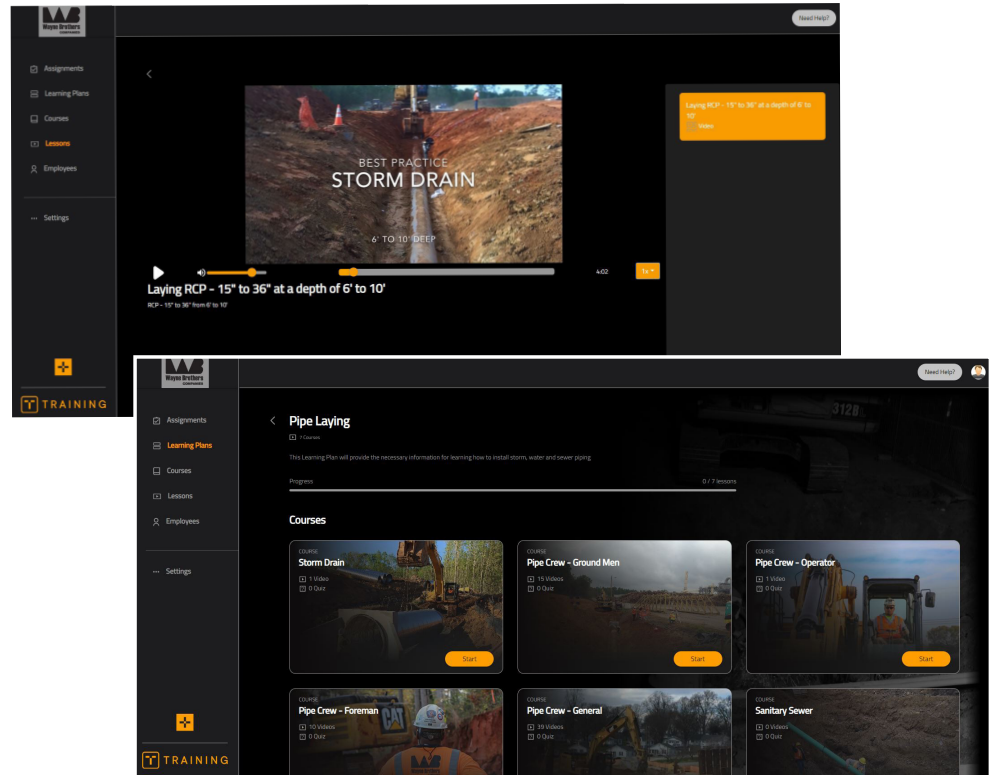
One of our core values is to “Develop & Empower People.” We recognize that investing in our team members is not just a choice but a responsibility. Through our training initiatives, we provide our employees with opportunities to acquire new skills, enhance existing ones, and cultivate leadership qualities. Our goal is to empower our team members with the knowledge and tools they need to thrive.

The emphasis on training extends beyond mere skill development; it also paves the way for numerous career pathways within our organization. We firmly believe that fostering an environment where employees can grow and evolve in their careers not only benefits them individually but also enriches our collective capabilities.



BUILDWITT

A online video-based training software focused on skills training that is self-paced and interactive. The platform allows learners to follow learning plans, courses and lessons that can be curated specifically for each individual learner or group. BuildWitt has produced hundreds of videos that teach everything from equipment inspections to leadership at the highest levels. We have also been curating our own content of leadership, culture, behaviors, lessons learned, on-boarding, best practices, specific craft competencies and exciting company announcements.



TOTAL
OF **9,154**
LESSONS
COMPLETED

TOTAL HOURS
WATCHING
BUILDWITT **388**

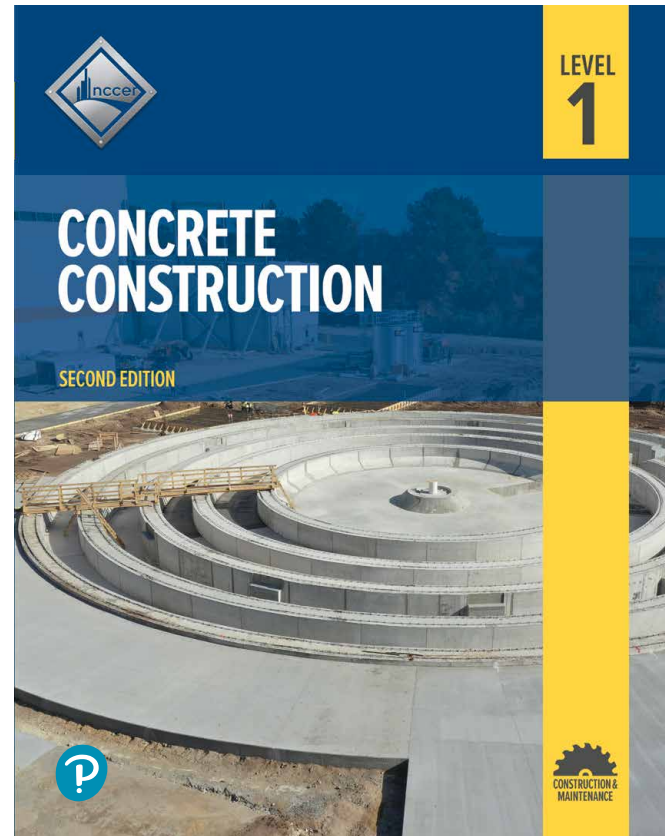
NATIONAL CENTER FOR CONSTRUCTION EDUCATION & RESEARCH (NCCER)

NCCER is recognized by the construction industry as the training, assessment, certification and career development standard for the construction and maintenance craft professional.

Currently we deliver the following NCCER courses:

- Core Curriculum
- Heavy Equipment 3 levels
- Carpentry 4 levels
- Pipefitter/Welder
- Project Supervision

THE COVER OF NCCER CONCRETE CONSTRUCTION IS FROM ONE OF OUR PROJECTS.



Leadership Training

Over the past year, we have co-developed a new Leadership Training curriculum that will be delivered to all field leaders. In 2024, we will be delivering this training in-house

- Leadership Fundamentals: Conflict recognition, conflict management, emotional intelligence
- Maximum Personal Ownership: Taking responsibility, accountability, and ownership, learning from failures, and personal development plans.
- Mentorship and Growth of others: Understanding mentorship, purpose, and benefits, what does it mean to be a mentor.
- Communicating and Trust Results: Types of communication, importance, relationships, tools

CRAFT SKILLS TRAINING

We have an in-house staff of trainers. In 2023, our trainers have delivered the below training:

# OF PEOPLE	CLASS	# OF PEOPLE	CLASS
165	OSHA 10	71	Defensive Driver
50	OSHA 30	5	Defensive Driver - PTD
20	Scissor Lift	11	Defensive Driver - GPS
21	Aerial Lift	7	Excavation
2	Advanced Construction Drawings	5	Excavation Competent person
14	Flagger Training	35	Confined Space
65	Rough Terrain Forklift	17	Trowel Machine Safety
13	Industrial Forklift	54	3001/ DW60 / DW90
7	Trenching	13	DV 90
5	Trenching Competent	12	6070P Veriforce
298	Continuing Education	25	Crane AHA
48	Fall Protection	6	Qualified - Powder Actuated
55	Qualified Rigger /Signal Person	6	Level 2 Erosion & Sediment Con
14	Mindset Safety Training	29	Spotter Training
69	First Aid / CPR / AED BB Path	7	Off Road Buss - Operator
128	Quickie Saw / Demo Saw	79	UTV / Rec Off-Hwy Vehicle
132	Silica Mitigation		

CONTINUED
EDUCATION

298

132 SILICA
MITIGATION

QUICKIE SAW
DEMO SAW

128

INVESTING IN THE NEXT GENERATION

PRE-APPRENTICE PROGRAM

Our pre-apprentice program exposes the younger generation to career opportunities in construction.

School-aged students in the Pre-Apprentice Program spend a semester working 12 hours each week. During their time in the program, they are field workers-in-training and learn skills such as:

- Industry standards and hazard awareness
- Proper use of hand and power tools
- Rigging and carpentry
- Welding
- Placing concrete
- Soft skills



Wayne Brothers' pre-apprentices get a waiver for a two-year degree program at the local community college and partial credit for work experience once they enter the Apprenticeship Program at Wayne Brothers.



The Kannapolis Education Foundation presented us with the organization's Friend of Education Award. We were recognized for our partnership and apprenticeship program with Kannapolis City Schools and its ongoing support of students

and teachers, as well as our commitment to growing academic achievement.

Recipient of the 2019 Governor's NCWorks Awards of Distinction for Innovative Partnership. The innovative partnership has been forged between Kannapolis City Schools, NCWorks, and the Wayne Brothers' Pre-Apprentice Program. Hundreds of companies from across all 100 counties in North Carolina were eligible and considered for this distinction. The Training Team has cultivated these partnerships over the last couple years. As a result, the Pre-Apprentice Program has demonstrated significant growth in each new class, both with the curriculum and the students.



A.L. Brown High School senior, Alex Nunez, was named the most outstanding high school apprentice in the state of North Carolina. He received the honor from the Apprenticeship NC organization, which is based in Raleigh. Alex was an apprentice at Wayne Brothers.



WESTERN CAROLINA UNIVERSITY CORPORATE PARTNERSHIP

We provide funding for construction management students to receive OSHA 30hr and First Aid/CPR/AED training. Our contribution:

- Saved the university \$47,083 in the first year.
- Equipped future trade professionals with skills to keep them and those around them safe.

Read more at the [Western Carolina University website](#).

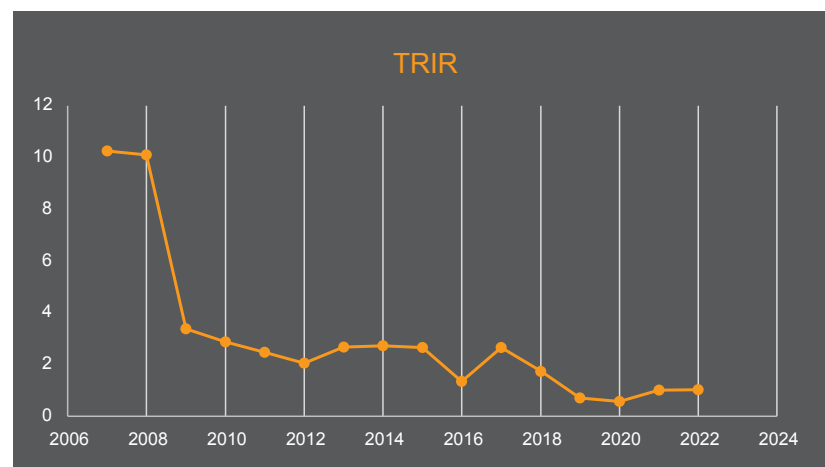
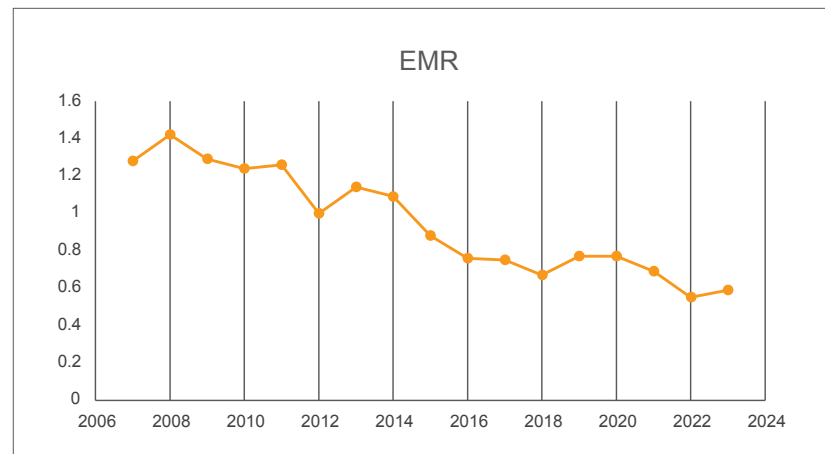
SAFETY

PROTECTING PRECIOUS LIVES

Safety is paramount and we go to great lengths to ensure the protection of our employees. Our stringent safety protocols, continuous training programs, and investment in cutting-edge technology are clear indications of our commitment to safeguarding the health and welfare of our team. We recognize that a safe workplace is fundamental to our employees' overall well-being, and it is our duty to provide such an environment.

A LOOK BACK: It was 2007, and Wayne Brothers had been experiencing a significant rise in OSHA citations, major accidents, increased EMR, equipment incidents, and lost time accidents. This was unsustainable and unacceptable – lives were entrusted to us. Many of our own family members and close friends were at risk. A change was necessary, but also personal. Since 2007, safety has been a number one strategic priority.

THE RESULTS



STANDARD SAFETY PRACTICES

Hiring Process

- Criminal Background Checks
- 10 Panel Drug Screens
- Physical Exams
- Fit for Duty Exams
- Two-day New Hire Orientation
- OSHA 10 HR for all employees
- MVR Checks for drivers

On-the-job

- Daily Pre-Task Planning
- Daily Stretch and Flex
- 100% Safety Toe Boots
- 100% Cut Level 3 (or higher) Gloves
- 100% PPE, 100% of the time
- No locking blade knives allowed
- Project specific safety planning and approach

Policies and Procedures

- 1 Year Anniversary Hardhats
- Forward First Policy – all employees must back up into parking spots while on projects and Wayne Brothers' facilities. All company vehicles must back into spots regardless of where they are. This greatly decreases the amount of incidences.
- Safety Bonuses (paid out average of \$35k quarterly)

Continued Safety Training

- OSHA 30 HR Training for all Field Supervisors (Current within 5 Years)
- Competent Person Training
- First Aid/CPR Training
- Craft employees attend NCCER Basic Safety training after 6 Months of employment.
- National Safety Council's Online Defensive Driving Course Mandatory for All approved drivers
- ATV Training



THE GRATEFUL TOUR

Part of building a safe culture is recognition of those who are living it and helping to promote it. Wayne Brothers achieved an impressive 0.55 EMR. Instead of sending a companywide email thanking everyone for being safe and a job well done, **KEITH WAYNE (PRESIDENT, CEO, & FOUNDER) PERSONALLY WENT TO EVERY JOBSITE AND SHOOK THE HANDS OF OVER FIVE HUNDRED EMPLOYEES**, praising each one for being safe and thanking them for the work they do every day. The gesture, well received and deeply appreciated. The weeks of travel came to be known as “The Grateful Tour.”



COMPANY CULTURE

Rather than simply telling you about our culture, we'd like to offer you the insights garnered from an anonymous survey conducted by Energage. These results provide an unbiased perspective on our workplace environment and the experiences of our team members.

**Our employees say that
Wayne Brothers is going
in the right direction!**



May 2023



91% of employees think Wayne Brothers is going in the **right direction**.

**Our employees say that
Wayne Brothers
operates by strong
values!**



May 2023



92% of employees think Wayne Brothers operates by **strong values**.

**Our employees say
their work is
meaningful!**



May 2023

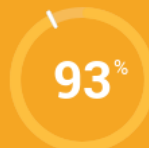


93% of employees at Wayne Brothers feel that their job is **meaningful**.

**Our employees
recommend working at
Wayne Brothers!**



May 2023



93% of employees would **recommend working** at Wayne Brothers.

EMPLOYEE

HEALTH AND WELLNESS

We firmly believe that by offering some of the most comprehensive and supportive benefits packages, we not only take care of our employees but also nurture a culture of well-being that extends beyond the workplace.

BENEFITS EMPLOYEES ENJOY:

Guaranteed 40 hours

Generous per diem

Medical, dental, and vision

Flexible Spending Account

Short-term and long-term disability

401 (k)

Tuition Reimbursement

Employee Referral Program

Virtual Doctor

Flu shots provided every year

Teledoc Health Mental Health Services

Weekly payroll deposit

BENEFITS



ELEVATE

EMPLOYEE CARE PROGRAM

Over the years, employees would gather up donations for coworkers who have been financially affected by a life event.

One day an employee came up with the idea of having an automatic deduction taken out of each paycheck and collected so the money was available when someone needed it. The Elevate Employee Care Program was born.

Today, hundreds of employees donate each week.

\$275k
GIVEN

100%
EMPLOYEE
FUNDED

113
FAMILIES
HELPED

SINCE
2015



A MOTHER'S TESTIMONY:

"6 months after my son started working for WB his dad passed away at the age of 44. We were all heartbroken. We had no idea how we were going to pay for his services as he could never get life insurance due to his diagnoses. Immediately, within a couple of days all of his coworkers raised enough cash to cover my son's income for a week or 2 so he could just stay home and grieve. Then he was made aware that a coworker had started the application process for him to receive financial assistance from WB. WB sent my son enough money to pay for his dad's cremation and services. I was in awe of WB and so very overwhelmed with appreciation. That took a huge burden off our family in such a hard time. That doesn't happen often. I could not believe that this company my son worked for cared enough to do what they did for my son. You really have no idea at all how this impacted our family and we are forever grateful."

PHILANTHROPY

SUPPORTING OUR COMMUNITIES

Beyond our business endeavors, we recognize the interconnectedness between our success and the well-being of the neighborhoods and regions in which we operate. Here, we proudly showcase our initiatives, partnerships, and the meaningful contributions we've made to uplift and empower these communities.

REGROUP

ReGroup Carolinas, a local non-profit co-founded by Jim Rhodes (Wayne Brothers Senior VP), aims to increase economic mobility and address the skills gap in construction trades. They believe construction is a noble and rewarding profession offering well-paying jobs to individuals with the right character, willingness to learn, and work ethic.

They are helping to bridge the skills gap and create a ripple effect of economic mobility within the community. As families achieve financial stability, they can support their children's education, invest in their homes, and contribute to the local economy, fostering growth and prosperity. ReGroup has provided over \$100k in support to The ROC Charlotte as well as contributions to She Built This City, Pat's Place, and The Charlotte Toolbank.



Wayne Brothers has financially supported this organization as well as being co-founded by a Wayne Brothers shareholder.





PURPLE HEART HOMES

We've been a steadfast supporter, both financially and in dedicating our time since 2017. Our sponsorship has extended to events like the 'Take that Hill' bike race and multiple golf tournaments. Additionally, we've contributed materials and offered valuable in-kind services to aid their projects.



As members of the UNC Charlotte Advisory Board, we proudly sponsor the American Society of Concrete Contractors (ASCC) Team. Our support facilitated the provision of uniforms and transportation for the team. Moreover, we dedicated our time and expertise, sending our top Wayne Brothers' employees to mentor and guide the team. The UNC Charlotte ASCC team's exceptional efforts resulted in their achievement of securing first place.

CarolinasAGC FOUNDATION

CAROLINAS ASSOCIATED GENERAL CONTRACTORS (CAGC) FOUNDATION

The CAGC Foundation's mission is to positively impact the construction industry with targeted workforce development. Keith Wayne, President and CEO of Wayne Brothers, not only served on the foundation's board but also held the position of Chairman. His role extended beyond leadership, as he actively championed fundraising efforts, generously offering several seed money gifts.

ADDITIONALLY SUPPORTED

- Cabarrus Chamber of Commerce Cabarrus County Career Technical Education (CTE) that offers students real-life career education and experiences.
- Folds of Honor provides educational scholarships to children and spouses of military service men and women killed or disabled while serving our country
- A.L. Brown High School students competing in SkillsUSA
- Cabarrus Healthcare Foundation Fashion Night raising money for various organizations in need
- In His Name-Colleton a Christian-based organization providing food, clothing, hygiene, supportive programs and resources, and pastoral services for families, individuals, youth, and children residing in Colleton County
- Toys for Tots program run by United States Marine Corps Reserve which distributes toys to children whose parents cannot afford to buy them Christmas gifts
- Cabarrus Habitat for Humanity provides decent, affordable housing to those in need
- Choate Build Strong a charity benefiting the Autism Strong Foundation
- American Heart Association: Advocate of the Heart Sponsor at the Heart Ball

This section of our ESG report will provide an exploration of our governance practices, highlighting our commitment to effective oversight, transparency, risk mitigation, and ethical conduct. We invite you to explore how our governance framework aligns with our values and contributes to the sustainability and success of our company.



GOVERNANCE

BOARD

OF DIRECTORS

Our Board of Directors provides strategic guidance and oversight, steering our company towards sustainable growth and ethical decision-making. Their collective expertise and commitment to our mission ensure that we uphold the highest standards of governance, fostering accountability and long-term value creation for all stakeholders.

Our Board of Directors is comprised of the seven equity shareholders along with an outside member, Alan Wise.



Alan Wise founded Trinity Consulting in 2005. The business specialized in serving customers in the large commercial market. Trinity competed in the medical benefits area, property and casualty, and 401K space. In 2015 he sold the business to NFP, a large national firm. Alan spent the next seven years managing the Southeast region for NFP. Currently, Alan is back in the consulting space with

his own firm, Trinity Risk Advisors. He is part of an investment group that purchases and runs small businesses and is an active participant on four boards (non-profit and for profit). A lifetime of establishing and building relationships has given him a unique perspective on the value of making this intentional investment.

FINANCIAL

TRANSPARENCY

Financial Transparency forms the bedrock of our operations, reflecting our unwavering commitment to open and honest communication with our team. Every month financial information is shared via a Staff Meeting. We aim to provide employees with a comprehensive view of our financial performance, enabling informed decision-making and fostering trust.



ORGANIZATIONAL

RISK MANAGEMENT

Risk Management is an integral part of our corporate strategy. We prioritize the identification, assessment, and mitigation of risks to safeguard our company's interests and ensure resilience in an ever-evolving business landscape.



DATA PROTECTION AND CYBERSECURITY

We recognize the importance of cybersecurity and the responsible handling of data. We meet this need by extending our culture of Safety First into the digital realm. Maintaining the safety of all collected and stored data – internal, operational, and client facing – is the primary consideration for any use case and is the expected behavior of all team members.

We have taken three very important measures:

1

We invest regularly in those systems and practices necessary to maintain a robust cybersecurity posture with an emphasis on employee education and best practice process adoption. Our Cybersecurity Program, based on the NIST (National Institute of Standards and Technology) framework, guides our technology adoption process and provides a roadmap to maintaining robust internal controls. The program is reviewed annually by our leadership team and updated as needed to address newly identified cyber risks.

2

Periodic cyber assessments and intrusion testing are performed to ensure adherence to our standards and controls. We conduct security awareness training with our employees throughout the year and run regular phishing campaigns. This continuous education program reinforces our safety-first behavior expectation and offers quick remedial training for those in need. Employees are cross trained within their departments and across functional teams to identify and report unusual behavior.

3

Within the past year we have rolled out a Managed Detection and Response (MDR) solution across all computer endpoints with an aim to decrease response times and improve remediation effectiveness; deployed industry-leading email cloud security software; and updated all network hardware at our headquarters to cloud-managed equipment which is monitored continuously and patched in near-real time as updates are released.

SUBCONTRACTOR PREQUALIFICATION PROGRAM

With subcontractor defaults on the rise, the screening of subcontractors has become pivotal. Our program meticulously evaluates subcontractors, ensuring alignment with our stringent in quality, safety, and ethics standards. This proactive approach minimizes risks and bolsters operational efficiency.

Subcontractors are evaluated based on:

- Experience and past performance
- Financial health
- Annual volume (3 years) and backlog
- Safety record
- References
- Bonding capacity



SUCCESSION PLANNING AND EXECUTIVE COACHING

Succession planning mitigates risk by ensuring continuity in leadership, knowledge retention, and talent development. By identifying and nurturing future leaders within our organization, we minimize disruptions, maintain institutional knowledge, and ensure a smooth transition in critical roles, reducing the impact of unexpected departures or gaps in leadership.

Wayne Brothers has partnered with FMI, Inc to:

- Strategically craft a succession plan for the upcoming generation of leaders.
- Provide coaching and guidance for leaders transitioning into new roles.
- Establish an adaptable organizational structure to accommodate future growth.

COMPLIANCE

We are dedicated to upholding the highest standards of ethics and compliance, adhering to laws and regulations while fostering a culture of integrity and accountability across our organization.

CODE OF ETHICS POLICY STATEMENT

Wayne Brothers Companies are committed to integrity, ethical behavior, honesty, fairness, and excellence in all of our business dealings. The standards in this Code are not intended to detail the correct action in every business situation but to generally describe a course of conduct. We rely on your good judgment to apply these standards in your business conduct.

It is a condition of employment for each Wayne Brothers Inc. employee to comply with: all federal, state, local, and other laws applicable to his or her employment; this Code of Ethics; and other applicable Wayne Brothers Companies' policies.

If you have any questions about complying with any laws, this Code, or Company policies, you have the responsibility to ask for clarification.

Violations of the law, rules, policies, or Code of Ethics of Wayne Brothers Companies' are grounds for disciplinary action up to and including termination.

E-VERIFY



Wayne Brothers is a Commercial & Federal Contractor that participates in the E-Verify program with the Department of Homeland Security and the Social Security Administration.

AFFIRMATIVE ACTION PLAN POLICY STATEMENT

It is the policy of Wayne Brothers Companies to provide equal employment opportunity without regard to race, color, religion, sex, national origin, age, physical or mental disability, or status as a special disabled veteran or other protected veteran. In this regard, the Company shall:

Recruit, hire, train, and promote persons in all job titles, without regard to race, color, religion, sex, national origin, age (except where sex or age is a bona fide occupational qualification), physical or mental disability, or status as a special disabled veteran or other protected veteran.

Base employment decisions so as to further the principle of equal employment opportunity.

Ensure that promotion and transfer decisions are in accordance with principles of equal employment opportunity by imposing only valid requirements for promotion and transfer opportunities.

Ensure that all personnel actions, such as compensation, benefits, transfers, layoffs, return from layoffs, Company sponsored training, education, tuition assistance, social and recreational programs, will be administered without regard to race, color, religion, sex, national origin, age, physical or mental disability, or status as a special disabled veteran or other protected veteran.

Ensure that a reasonable accommodation is sought to the religious beliefs of all employees.

This policy is periodically brought to the attention of the supervisory work force. To ensure effective implementation of this policy, overall responsibility for its success has been assigned to the Director of Human Resources. However, it remains the responsibility of all supervisors to ensure the affirmative implementation of this policy.



Wayne Brothers is a 2023 Top
Workplace!



ASHLEY HUSCIO

Strategic Initiatives & Marketing Manager

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