

Corporate Responsibility Report 2019

RHWhite
CONSTRUCTION & SERVICE SOLUTIONS

WhiteWater
WATER & WASTEWATER SOLUTIONS

Introduction

By the very nature of the markets we work in, **we are** required to perform in a **safe** and sustainable manner every day. However, our intent is to **go beyond** requirements and make **sustainable practices** the choice that continues to **strengthen** the fabric of our company.

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Chairman of the Board
and President and CEO

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Messages from the . . .



Chairman of the Board

The debut of our first Corporate Responsibility Report comes on the heels of an important leadership transition within our company – a transition that ensures the long-term sustainability of the R.H. White Companies.

On April 30, 2019, Jim McCarthy assumed the role of President and CEO and I will remain a full-time employee, as Chairman of the Board, responsible for strategic direction and development of a new board governance structure. I will be further engaged in ensuring that our culture based upon family values – the foundation of our success – is maintained with the focus of developing the next generation of dedicated leaders and owners.

The success of R.H. White over the last 96 years is due to the highly skilled and dedicated employees who have solved the problems and satisfied the needs of our customers. For me it is about keeping them safe and giving back to the communities where we live and work; while also preserving the environment for future generations.

I am committed to working with Jim and the management team to ensure that we continue to focus on the long-term sustainable growth of the organization so that R.H. White will thrive for the next generation and beyond.

David H. White
Chairman



President & Chief Executive Officer

Sustainability for our company can be both simple and complex. A large portion of our business helps provide and manage an essential element of life – clean water – a complex sustainable practice. We build water and wastewater treatment plants and we also operate and manage both private and public systems which require sustainable practices.

This report is a comprehensive overview of all that we do as a company and it serves as a benchmark to continuously improve our sustainability efforts. We participate in a series of Sustainability Roundtables – collaborating with many of the state's largest and innovative companies – to learn from some of the best. Our goal is to build a program that further develops as we continue to grow and to develop corresponding measurable objectives to gauge success.

I want to commend our entire team for all they do every day to make our company sustainable by working safely and by simply being good people actively engaged at work and within the communities where we live and work. I am extremely proud to be taking the helm of this wonderful company at such an exciting time in our continued development.

We welcome your feedback on our efforts and are always open to new ideas, so please feel free to reach out to me if you would like to discuss anything that you read in this report.

James E. McCarthy
President & CEO

safety doesn't stop at work

Safety

R.H. White is committed to a zero-incident environment for all our employees and subcontractors, free from recognizable and preventable hazards.



The safety culture at R.H. White is based upon the concept that all incidents can be prevented. Each employee must embrace our incident-free and injury-free vision and contribute to the culture and values that support prevention as a way of life.

To achieve our goal of having an incident-free and injury-free culture, R.H. White provides ongoing leadership, training and education, as well as incentives and enforcement to eliminate unsafe conditions and behaviors.

Our employees realize it is not safety first, but rather safety always or **Safety 24/7!** In an incident-free and injury-free environment, safety is value based not priority based. Safety is not in conflict with personal or organizational priorities. Doing something safely is recognized as important as working in an efficient, quality and productive manner. With this in mind, we will always strive to maintain a zero-incident culture.





Notable Achievements

Rental Department Milestone

Our colleagues in our Rental Department have consistently demonstrated that zero-incidents is achievable as they celebrated five years without a recordable safety incident. These are the folks that maintain, manage and train on the many pieces of equipment and tools that are used on our construction projects every day. The department was rewarded with a celebratory luncheon hosted by company officers as a gesture of their diligence and example for the rest of the organization.

Safety Visits

Beyond the visits that are part of the daily standard work of our five safety officers, the company requires all managers, across all departments and divisions, to conduct a series of safety audits per year at various job sites. This past year saw a record 4,048 visits by company personnel from senior-level executives, middle management, and safety officers where we can provide “fresh eyes”; asking questions and providing input or ideas on how we can continuously improve.

STEP Award

R.H. White first started participating in the STEP program ten years ago. STEP is the Safety Training Evaluation Process that Associated Builders & Contractors (ABC) uses to measure a company’s safety program progress, identifying ways to improve it, and to benchmark our performance with fellow ABC members.

There are six levels of the STEP achievement: Participant, Bronze, Silver, Gold, Platinum and Diamond. Over the past ten years R.H. White has applied for and been awarded three (3) Platinum Achievement, four (4) Gold Achievement and three (3) Silver Achievement awards. Some of the key components of the self-assessment portion of the program are training, policies, employer involvement, pre-planning, safety rules, toolbox meetings, inspections, incident investigation, recordkeeping, and use of Personal Protective Equipment (PPE).





Safety Incentive Program

This program was created and introduced in 2018 to involve our field crews in the identification of safety exposures and hazards while encouraging them to offer potential solutions to help mitigate those issues. The program is made up of two key components:

Group Program: It starts with an initial target reward for hourly field employees at the beginning of each fiscal year. Although the Group Program starts with an advanced-award per employee, a reduction can occur based on the safety performance of field employees. The idea is to encourage a “team focus” on safety where we win or lose together – encouraging all to keep an eye out for the safety of ourselves and others.

Individual Program: It starts out at zero and requires the proactive efforts of the employee or crew to earn a reward. The employee/ crew has to proactively participate in safe work efforts, pass safety inspections, submit effective safety ideas/solutions, participate in themed challenges and inspections. The good news – once these rewards are earned by the employee, they cannot be revoked.

Lone Worker Safety

Our water utility management subsidiary, WhiteWater, instituted its lone worker safety program, SoloProtect®. Its operators visit facilities in urban, residential and rural communities alike, frequently alone. Some facilities are off the beaten path in areas with low to no traffic. This can mean that an operator answers an emergency call in the middle of the night and makes the trek to a facility in the middle of woods. This exposes them to difficult road conditions, trip hazards, job-based hazards such as opening tanks and manhole covers as well as climbing ladders, and even risks of harassment or robbery.

SoloProtect ID provides an instant connection to a dedicated Monitoring Center at the push of a button, Global Navigation Satellite System, incapacitation detection, as well as reporting through the customer portal Insights. When activated, the ‘Red Alert’ feature opens a one-way communication line to the Monitoring Center where they can promptly determine the best escalation for the call and send emergency services to the operator’s location if needed. The incapacitation feature is activated when non-movement is detected opening a two-way channel between the Monitoring Center and the device user to be escalated as necessary.



focus on safety

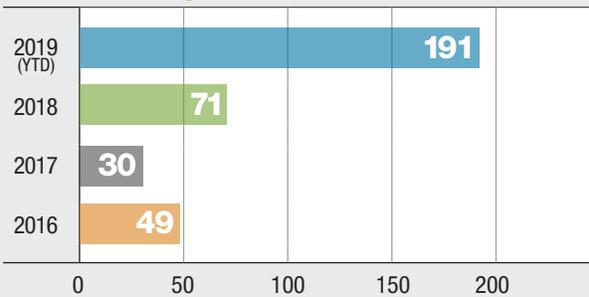


“We have embraced the philosophy of Safety 24/7 and encourage all our employees to take responsibility for their safety, as well as all those around them, both at home and on the job. We invest heavily in resources and training to meet our goal of providing an injury-free work environment and sending our employees home safely every evening.”

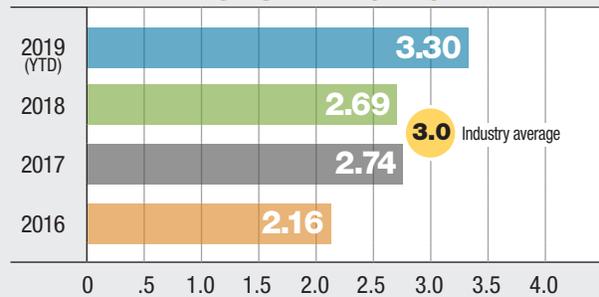
Rick Denham, Safety Manager



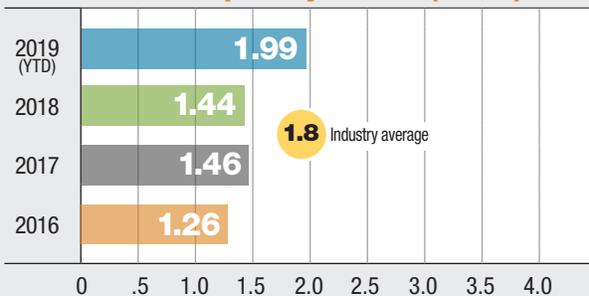
Positive Request



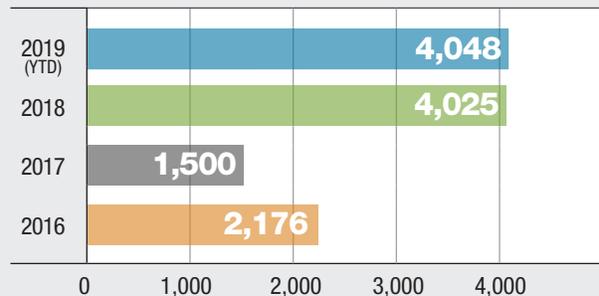
Recordable Injury Rate (RIR)



Lost Time Frequency Rates (LTFR)



Total Site Visits



This data is based on calendar year

2020 Goals

Tenna

Establish appropriate dashboards so that we can begin to measure effectiveness year-over-year and determine areas of concentration or new metrics we want to monitor to improve driver safety.



(see page 13)

Leading Indicators

Place more emphasis on leading indicators including, but not limited to, near miss reporting, cross-functional safety visits, proactive safety requests and increased safety standout submissions and recognition. Identify and add one additional leading indicator.



Employee Engagement

R.H. White is committed to be an organization that attracts and retains top talent, engaging employees and fostering an environment and culture that sustains them.



EMPLOYEE
ENGAGEMENT

Our goal is to offer all employees opportunities to participate in activities and training that are paired with their growth potential and the strategic initiative of the company.



Notable Achievements

Construction Management Training (CMT)

It was identified four years ago that R.H. White has grown to the point that it was well prepared to develop more internal talent to the positions of Project Manager, Superintendent and Estimator. The R.H. White CMT program was introduced as a real time, needs-based rotational program that facilitates the recruiting, development and placement of CMT personnel. It provides cross-functional experience across various disciplines, in eight-month increments, to immerse the trainees in project management, superintendent and estimating roles to develop and identify their interests and strengths.



Employee Onboarding Process

To ensure that new employees initial experiences on the job support their desire to be successful, a cross-departmental team facilitated by Human Resources unveiled a new onboarding process. The orientation program went from a half-day, one-size-fits-all event to a structured program tailored to the new employee's role and extending over a three-day period in smaller, manageable increments. This allows the new team member to better acclimate and understand overall company and departmental goals and objectives.

Employee Roundtables

Our popular Employee Roundtables – introduced nearly 10 years ago – continue to provide team members with a direct line of communication to our Chairman of the Board, and President and CEO. This year marked our 110th roundtable which provides a town-hall type format where questions and concerns can be communicated directly to senior management. We average 10 employees per roundtable and have had approximately 1090 participants over the years

Foreman Development Training

The need for a Foremen Development Program was identified during one of our Annual Safety Summits. A Foreman spoke up and indicated that he had very little training to become a Foreman, although he did have the technical skills already for the job. Our new Foreman Development Program provides the appropriate guidance and training to ensure consistency and accountability while successfully preparing Foremen to lead R.H. White's construction and/or service crews. The Program is divided into five main phases over a six-month period aimed at developing and ensuring robust leadership competencies:

- + **Nomination** – Employee must be in good standing for at least 90 days and have a satisfactory, incident-free safety record.
- + **Training and Development** – Employee is assigned a mentor and coach and provided leadership and skills training.
- + **Observation and Coaching** – Employee must continue to have a satisfactory safety, quality and productivity record.
- + **Competency Validation** – Leadership and skills competencies are assessed and validated.
- + **Presentation and Selection** – Based on above criteria the employee is invited to apply and interview for the position.

Lunch & Learn Sessions

These programs improve cross-functional knowledge by sharing lessons learned and best practices across a wide variety of topics. Subject Matter Experts (SMEs) develop and conduct these monthly training presentations to share valuable information with others on topics that may be of interest. Anyone is welcome to participate. The goal of the program is to:

- + **Share information**, best practices, knowledge and create curiosity across our organization.
- + **Increase cross functional knowledge** which can help others to problem solve, cross-sell, and provide better customer service.
- + **Reinforce our mission** to be a “learning organization” where employees share their knowledge and we support them in their development.

Multi-Generational Leadership Program

This program is designed to develop the strategic thinking abilities of participants to continue our focus on professional development. The ultimate purpose of this program is to “build our bench depth” – ensuring continuous growth and improvement and targeting the next level of potential future leaders who exhibit the desire and potential for strategic thinking. Our most recent graduates Heather Whitney (Finance), Michael Falcigno (Estimating), Nic Ciummo (Building Construction) and Jamey Pedro (Mechanical Construction) were responsible for formalizing our sustainability efforts including this document.

Millennial Mentoring

The subject of Millennials in the workplace intrigued Kim Dunn, R.H. White Companies Vice President of Shared Services, so much that she launched this internal program. Instead of a top-down approach to mentoring she employed the reverse and invited Millennials to mentor her and other senior leaders of the company. The premise is simple – develop a better understanding of what’s important in the workplace to Millennials. She challenges those interested in becoming Millennial Mentors to provide a brief, creative and thought-provoking response, within one to two sentences, stating why they are interested. From there she selects individuals with the most interesting statements and does a one-year reverse-mentoring program with them. In 2018 there were three Millennial Mentors representing the Safety and Estimating Departments as well as our Utility Construction Division. Their experience concluded with an informative Lunch and Learn.

Operator Training Program

Our Operator Training Program provides current employees, who show a desire to grow professionally and have an interest in becoming an Equipment Operator, the opportunity to work one-on-one with some of the company’s most skilled Operators. One aspect of this training program includes a 20-hour program that follows a structured guideline that incorporates the use our equipment simulator along with actual stick time on our equipment in the company yard to teach and develop core competencies taught to RHW best practices standards.



Referral Bonuses

R.H. White recognizes that good people keep the company of other good people. Our referral bonus has been a primary resource for identifying talented individuals for nearly 20 years. The referral bonus is paid to both the candidate and the employee that was referred at both 90 and 180 days of employment if the new hire remains in good standing.



Scholarships

R.H. White works with the Greater Worcester Community Foundation to administer its Leonard H. White Scholarship Program. The company awards annual scholarships for children, stepchildren, nieces, nephews, and grandchildren of employees of the R.H. White Companies, Milford Water or Whitinsville Water, with preference to those whose relative has worked for the company for five or more years. Applicants are eligible up to age 24. Preference is also given to students majoring in business, engineering or construction. The company also has a generous scholarship program with Worcester Polytechnic Institute – WPI – where both Leonard H. White and David H. White attended.

focus on people



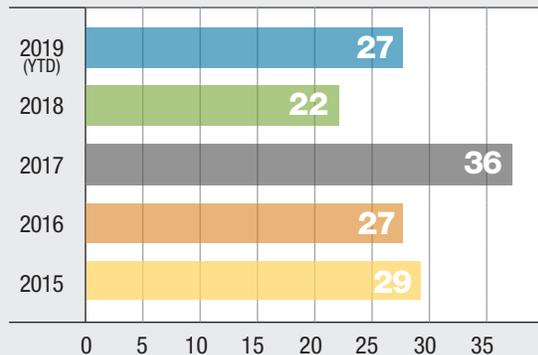
“We want to grow employees from within the company and promote from within whenever it makes sense. The company’s commitment to training, and in turn employee engagement, is apparent in our training center which opened in 2016 to honor Leonard H. White – past president and chairman. Last year alone we facilitated more than 15,000 hours of training on more than 70 topics and we take a vested interest in training every employee from the field to executive management.”

Stephanie Vezina, Benefits and Training Manager

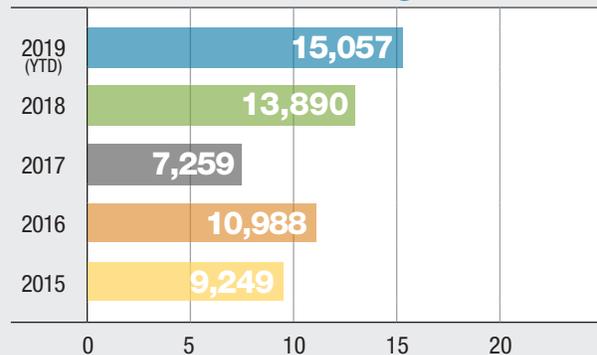


Breakdown: employees with more than 10 Years **154** = **88** + **43** + **19** + **4**
Total 10 – 20 Years 21 – 30 Years 31 – 40 Years 41 – 50 Years

Annual Promotions



Number of Annual Training Hours



2020 Goals



Employee Retention Rate

Increase annual employee retention rate to 90%.



Stay Interviews

Exit interviews are already a standard for our company. Implementing stay interviews where you ask current employees, that are clearly happy at R.H. White, what makes them stay.

Environment

Beyond the simple desire to be environmentally friendly and to employ sustainable business practices we are also obligated to do so based on some of the markets we serve.



Whether we are supporting the demand for cleaner, more cost-efficient fuels in our natural gas, LNG and CNG projects or helping keep the New England region's water supplies in top working order through the construction of water and wastewater treatment plants, we are keenly aware of the need to protect the environment.

It is our responsibility to take that beyond business markets and to internalize those practices to ensure we are doing our part for the sustainability of our business but, more importantly, our planet.



Notable Achievements

Environmentally Friendly Equipment Wash Bays

At our Auburn, MA and Bow, NH facilities we have constructed large wash bays for our heavy-duty equipment and fleet vehicles that feature a bio recycling system. Contaminants are captured, and water is reused and recycled via a modular water treatment facility located directly behind each bay.

Corporate Stewardship

With a responsibility to manage our industry's impact on the environment, we participate in a number of ways, including our leadership in the Associated Industries of Massachusetts (AIM) Sustainability Roundtables and Regional Award Programs as well as through the New England Water Works Association (NEWWA) and New England Water Environment Association (NEWEA) that actively support Water For People, an organization that helps people in developing countries implement locally sustainable drinking water resources, sanitation facilities, and health and hygiene education programs.

Tenna®

Working throughout the Northeast, R.H. White's fleet of 461 vehicles logs more than six million miles per year. To more effectively and efficiently manage our fleet we deployed the Tenna GPS/Telematics software platform in all company owned vehicles. With this program, R.H. White receives notifications and scheduled reports to alert management if a driver is speeding, not wearing his or her seatbelt, or exhibiting other unsafe driving behaviors, such as hard breaking/acceleration and sharp turns. This is just one more tool that will help us ensure the safety of our employees – and those around them – on and off the road.

Additionally, we can monitor and improve fuel consumption and efficiency with reporting on excessive and unnecessary idling time; an important factor in improving our carbon footprint. Data collected through Tenna is being tracked, reported on and used to create dashboards that will measure our improvement annually.



City of Westfield

We are completing a project in Westfield, MA due to the prevalence of per- and polyfluoroalkyl substances – PFAS and PFOA. These include a group of man-made chemicals that do not readily break down in either the environment or the human body and, therefore, can build up over time. There is human and experimental lab evidence that exposure to PFAS can lead to adverse human health effects. The construction of a Granular Activated Carbon Water (GAC) Treatment Facility will effectively reduce PFAS levels to five parts per trillion or less, well below the health advisory levels of 70 parts per trillion. As we continue to learn about long-term health risks associated with PFAS, it is expected that this GAC facility will be the first of many in the state of MA and nationwide. Westfield is anticipating the delivery of safe drinking water once again from public wells #7 and #8 beginning Fall 2019.

Cleaning the world's most vital resource – water

Drinking Water Awards

WhiteWater, our water utility management subsidiary, received several 2018 MassDEP Drinking Water Awards for systems operated and maintained by its licensed water operators. Over the past five years, we have received 21 awards which is a great honor. Additionally, to win an award in consecutive years is outstanding. Winning three years in a row is remarkable. Four systems operated by WhiteWater have won back-to-back awards and one has now won for three consecutive years.

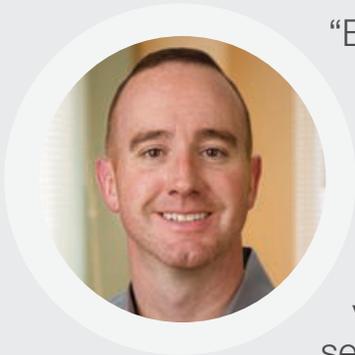
The following water systems received awards in Devens, MA at Drinking Water Day on May 7, 2019:

- + **Meadow Brook Water Trust, Dover MA** – three consecutive years
- + **Southbridge, MA** – two consecutive years with three in the past five years and four in the last seven years
- + **Town of Mendon, MA** – Town Hall Campus – Two consecutive years
- + **Woodhaven Elderly Housing, Sherborn MA** – Two consecutive years
- + **Town Eastham MA**
- + **Heritage School, Charlton MA**

Our water operators and support staff take great pride in the work they do and are clearly focused on their commitment to safety and public health.

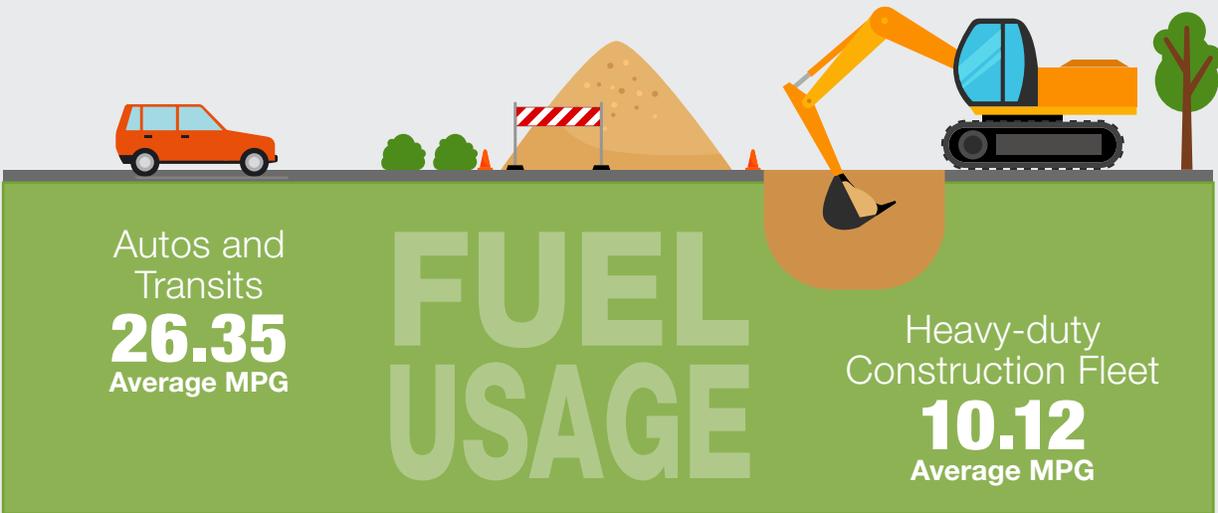


focus on earth



“By the very nature of what we do – constructing, operating and managing water systems throughout the Northeast, we are uniquely aware and attentive to the environmental impacts that our work has on the region. We’re able to work in some of the most pristine locations in the area protecting our most precious natural resource – water. That coupled with the programs we have in place to volunteer in our communities provides me with a deep sense of public service and satisfaction.”

Eric Smith, Project Executive, WhiteWater



2020 Goals

<p>Recycling Establish a recycling program that will be rolled out to all R.H. White and WhiteWater locations</p>	<p>TENNA Reducing idling time by 7%</p>	<p>Water Processed >1.3 Billion gallons drinking water >332 Million gallons wastewater</p>
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Social Well-Being



As a third-generation family-owned company – with generations of many other families contributing to our success daily – we understand the bonds that strengthen the communities where we work and live.

We promote an environment of inclusion – doing right by our people, their families, our customers and the community. Giving back is a regular practice at R.H. White.

Our employees taking time to support local charities, non-profits and schools. From building to painting, cleaning and planting to collecting clothes or food for local thrift shops and food pantries, our employees are the driving force in our efforts to give back.

Our employees have volunteered time for the Community Harvest Project – a non-profit farm that engages volunteers to grow fresh fruits and vegetables for those experiencing

hunger. In our home town, we have engaged with the local elementary school students to think about safety through a school wide safety focused poster contest concentrating on how they can be safe at home. In Springfield, MA our employees participated in the Revitalize CDC's annual Green-N-Fit city block revitalization project with more than 1000 other volunteers. Recently, RH White hosted to American Red Cross blood drives where employees donated a total of 53 units of blood which will impact or save up to 169 lives.



Notable Achievements

95 Days / 95 Ways of Giving

As part of our 95th Anniversary, we held an initiative to highlight some of the countless ways in which we give back.

Our goal was to have at least 95 ways in which we did so. Some of these initiatives were with existing partnerships, donations and programs, but our employees stepped up to host new programs and volunteer efforts as well. For more information on some of the ways we participated in our 95 Days / 95 Ways program visit:

www.rhwhite.com/company/giving-back.

Community Service Committee

Helping to drive our 95 Days/95 Ways was our newly established Community Service Committee with its mission to coordinate and support the charitable endeavors that our employees are passionate about. The committee organizes fundraisers and events that our employees participate in throughout the year.

American Red Cross

R.H. White hosted two Red Cross Blood Drives where employees donated a total of 53 units of blood which will impact or save up to 169 lives. This is a new partnership that our Community Service Committee plans to continue; utilizing our Leonard H. White Training Center as the location for this valuable organization that works diligently to deliver vital services – from providing relief and support to those in crisis.

Auburn Public Schools

We engaged with the local elementary schools in Auburn, our home base, working with students to think about safety through a school-wide poster contest on safety. The assignment had them concentrate on how they can be safe at home and work as a class to create a poster with the themes they came up with. We followed up with presentations at each school where R.H. White Safety Officer, Tom Fournier, further emphasized the importance of safety at home, in school or at work. Winning posters were chosen and a celebratory make-your-own ice cream sundae social was hosted by R.H. White.





Community Harvest Project

We continued our long-standing partnership with this non-profit farm that engages volunteers to grow fresh fruits and vegetables for those experiencing hunger. Our team members have volunteered time to assist with the planting and harvesting on the farm. We are proud to be among the thousands of community members who come together each year to improve access to healthy foods for individuals and families in need across Worcester County.

Easter Seals

R.H. White received the Easter Seals Empowerment Award at its annual Evening of Empowerment, an evening dedicated to highlight the achievements of leaders in their community.

The award recognized R.H. White for its lifelong dedication and commitment to working tirelessly to ensure equal opportunities for individuals with disabilities.

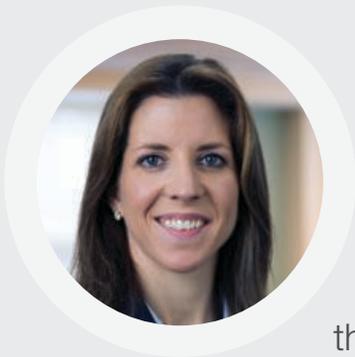
Pan-Mass Challenge (PMC)

A team of five R.H. White employees raised in excess of \$20,000 for this annual bike-a-thon that benefits the Dana-Farber Cancer Institute. Routes from 25 to 192 miles cater to all levels of cycling ability and fundraising capacity. This is an annual program for some of our cycling enthusiasts which has consistently raised valuable funds for the life-saving work that Dana-Farber performs.

Revitalize CDC

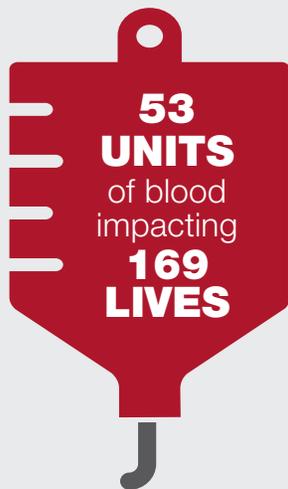
For the third consecutive year a team of volunteers donated their time on Saturday, April 27, 2019 in Springfield, MA participating in Revitalize CDC's annual Green-N-Fit city block revitalization project with more than 1,000 other volunteers. The focus of the day is to help improve the safety and health of aging homes in the city and our work included hanging interior doors, repairing decking on a front porch, scraping paint and general landscaping and clean up.

focus on our community



“R.H. White is a family company comprised of individuals who are devoted to the communities where they live and work. Our employees dedicate significant time, effort and resources throughout the year to organizations, including local and national causes, that are important to them and their families or simply because there is a need for support. Last year, R.H. White created its Community Involvement Committee to organize its various fundraising events throughout the year and make recommendations for donations through the R.H. White Charitable Trust. Employee participation and support has been extremely gratifying.”

Heather Whitney, Special Projects Analyst & Community Services Committee Chair



2020 Goals



The Community Service Committee will team up with Make-A-Wish® to assist in of granting a wish of a child diagnosed with a critical illness.

Our goal is to raise a minimum of

\$10,000



Community Involvement

Encourage and support increased employee involvement with company-sponsored charities and develop metrics to improve tracking.

Together we're better

Meeting the Infrastructure Needs of Current and Future Generations



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