



# COMPANY OVERVIEW

The Whiting-Turner Contracting Company provides construction management, general contracting, design-build and integrated project delivery services on projects small and large for a diverse group of customers.

**SINCE 1909, THE FIRM HAS BEEN GUIDED BY THE PRINCIPLES OF INTEGRITY, EXCELLENCE AND AN UNWAVERING DEDICATION TO CUSTOMER DELIGHT.**

We are a U.S.-based and owned company with headquarters in Baltimore and 50+ locations nationwide. Whiting-Turner is currently ranked third in domestic general building construction by *Engineering News-Record*. The firm’s over 4,200 salaried professionals provide depth of resources to service nationally and to build locally.

The strength and stability of the firm is well documented. Whiting-Turner enjoys a 5A-1 Dun & Bradstreet rating - the only domestic builder with this highest rating - and a bonding capacity of \$4 billion.

**INTEGRITY, EXCELLENCE, EXPERIENCE, LEADERSHIP... THE WHITING-TURNER DIFFERENCE.**

114  
YEARS OF  
CONSTRUCTION  
EXCELLENCE

5A-1  
DUN &  
BRADSTREET  
RATING

\$4B  
BONDING  
CAPACITY



Rock Creek Tunnel, 1919

# HISTORY

- 1909 G.W.C. WHITING AND LEBARON TURNER, MIT CLASSMATES, FOUNDED THE FIRM
- 1938 WHITING HIRES WILLARD HACKERMAN, 19-YEAR-OLD CIVIL ENGINEERING GRADUATE OF JOHNS HOPKINS UNIVERSITY
- 1955 HACKERMAN IS NAMED AS COMPANY’S SECOND PRESIDENT
- 2009 WHITING-TURNER CELEBRATES 100 YEARS
- 2014 TIMOTHY REGAN IS NAMED AS COMPANY’S THIRD PRESIDENT
- 2020 WHITING-TURNER EXCEEDS OVER 50 LOCATIONS ACROSS THE NATION



# ORGANIZATION

- 4,200+ construction professionals nationwide
- Decentralized structure promotes enthusiasm and accountability
- Personnel cross-trained in all construction systems and services
- Project teams supported by specialized corporate services:
  - Environmental, Health & Safety
  - Quality Management
  - Industry Specialists
  - Design-Build Group
  - Mechanical, Electrical and Plumbing
  - Virtual Design and Construction (VDC)
  - Scheduling Group
  - Cost Group



# HOW WE WORK

- Never compromise our integrity
- Work safely all the time
- Treat every project as a once-in-a-lifetime opportunity
- Do whatever it takes to delight our customers
- Build nationally, hire locally
- Anticipate, innovate and quietly execute
- Save money and time to benefit our clients
- Maintain function and design integrity
- Take quality personally
- Empower the project teams
- Be collaborative
- Never miss a deadline
- Lead in proven technology use to benefit our clients







CULTURAL



EDUCATION



ENERGY



ENTERTAINMENT



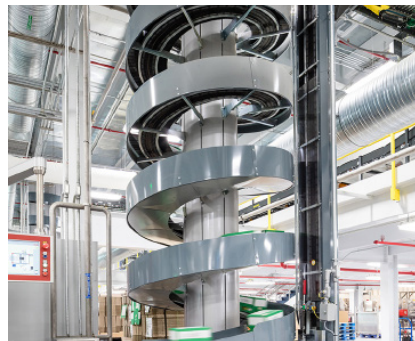
GOVERNMENT AND  
INSTITUTIONAL



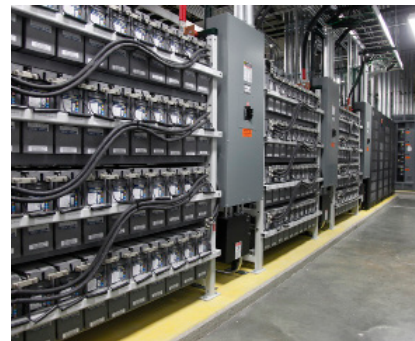
HEALTHCARE



HOSPITALITY



INDUSTRIAL PROCESSING  
AND MANUFACTURING



MISSION CRITICAL



MIXED-USE



OFFICE



PARKING



PHARMA



RESIDENTIAL



RETAIL



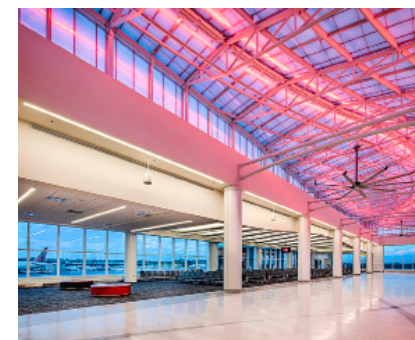
SCIENCE + TECHNOLOGY



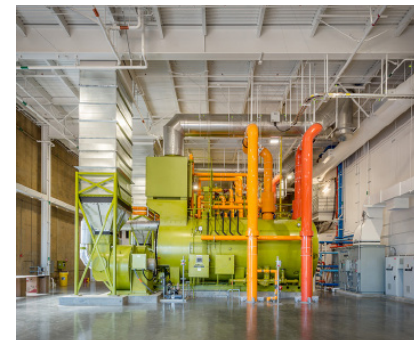
SENIOR LIVING



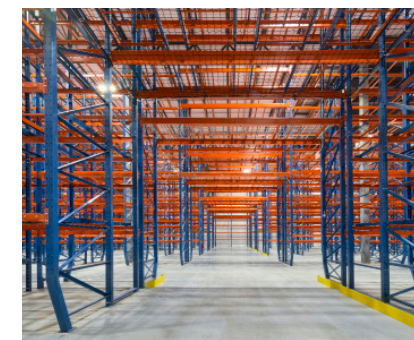
SPORTS AND FITNESS



TRANSPORTATION



UTILITY



WAREHOUSE AND DISTRIBUTION

## OUR INDUSTRIES

Whiting-Turner provides services in a variety of markets. Successful industry markets include healthcare, office and headquarters, senior living, science + technology, microelectronics, mission critical, retail, higher education, K-12, industrial, warehouse and distribution, transportation, multi-family residential, mixed-use, urban redevelopment, hospitality, entertainment, cultural, religious and public sector.



# HIGHER ED EXCELLENCE

51M  
SQUARE FEET OF  
HIGHER EDUCATION  
CONSTRUCTION  
LAST 10 YEARS

\$8B  
IN HIGHER EDUCATION  
CONSTRUCTION  
LAST 10 YEARS

970+  
HIGHER EDUCATION  
PROJECTS  
COMPLETED  
LAST 10 YEARS

2nd  
TOP UNIVERSITY  
CONSTRUCTION  
FIRMS  
BD&C

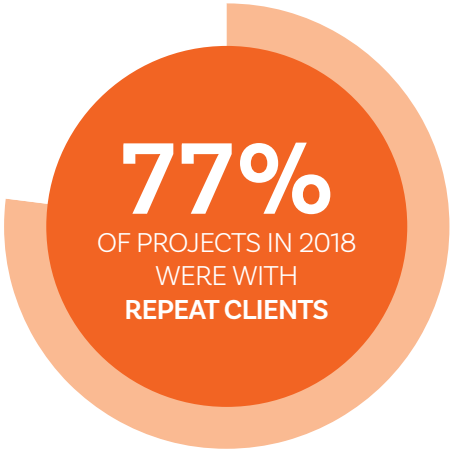
4th  
TOP EDUCATION  
CONTRACTOR  
ENR

5th  
TOP GREEN  
EDUCATION  
CONTRACTOR  
ENR



# HIGHER ED CLIENT SAMPLING

|   |                                      |                                      |                                       |
|---|--------------------------------------|--------------------------------------|---------------------------------------|
| Adelphi University                      | Dominican House of Studies           | Northern Virginia Community College  | University of Baltimore               |
| American University                     | East Carolina University             | Notre Dame of Maryland University    | University of Cincinnati              |
| Angelo State University                 | Eastern University                   | Norwalk Community College            | University of Delaware                |
| Anne Arundel Community College          | Emory University                     | Oberlin College                      | University of Florida                 |
| Azusa Pacific University                | Fairfield University                 | Old Dominion University              | University of Georgia                 |
| Baldwin Wallace University              | Florida Atlantic University          | Ohio State University, The           | University of Georgia                 |
| Baltimore City Community College        | Florida State University             | Pennsylvania State University, The   | Griffin Campus                        |
| Baylor University                       | Frostburg University                 | Princeton University                 | University of Hartford                |
| Beth Medrash Govoha                     | Gallaudet University                 | Pomona College                       | University of Houston                 |
| Bloomfield College                      | George Mason University              | Radford University                   | University of Kansas                  |
| Bowie State University                  | George Washington University, The    | Rappahannock Community College       | University of Kentucky                |
| Brandeis University                     | Georgetown University                | Rensselaer Polytechnic Institute     | University of Mary Washington         |
| Bryn Athyn College                      | Georgia Institute of Technology      | Rowan University                     | University of Maryland                |
| California State University, Northridge | Georgia Gwinnett College             | Saint Paul's College                 | University of Maryland, Baltimore     |
| California University of Pennsylvania   | Goucher College                      | Salisbury University                 | University of Maryland, Eastern Shore |
| Case Western Reserve University         | Harford Community College            | Sam Houston State University         | University of Massachusetts Amherst   |
| Catholic University of America, The     | Haverford College                    | Southern Methodist University        | University of Miami                   |
| Chesapeake College                      | Johns Hopkins University, The        | San Jacinto Community College        | University of Missouri                |
| Christopher Newport University          | Kennesaw State University            | Southern New Hampshire University    | University of Nebraska                |
| Clark Atlanta University                | Lafayette College                    | Spelman College                      | University of Nevada, Las Vegas       |
| Clemson University                      | Lehigh University                    | St. Mary's Seminary & University     | University of North Carolina          |
| College of The Albemarle                | Loyola University Maryland           | Stanford University                  | University of North Georgia           |
| College of Charleston                   | Maryland Institute College of Art    | State University of New York, Oswego | University of Pennsylvania            |
| College of Coastal Georgia, The         | Medical University of South Carolina | Swarthmore College                   | University of Rhode Island            |
| College of Southern Nevada              | McDaniel College                     | Syracuse University                  | University of Richmond                |
| College of William & Mary, The          | Miami University                     | Talmudical Yeshiva of Philadelphia   | University of Southern California     |
| Colorado School of Mines                | Montgomery College                   | Texas Tech University                | University of South Florida           |
| Colorado State University               | Moravian College                     | Touro University Nevada              | University of Tennessee               |
| Cornell University                      | Morgan State University              | Towson University                    | University of Texas at Austin, The    |
| Dartmouth College                       | Muhlenberg College                   | Truman State University              | University of Vermont                 |
| Delaware State University               | North Carolina State University      | U.S. Naval Academy                   | University of Virginia                |

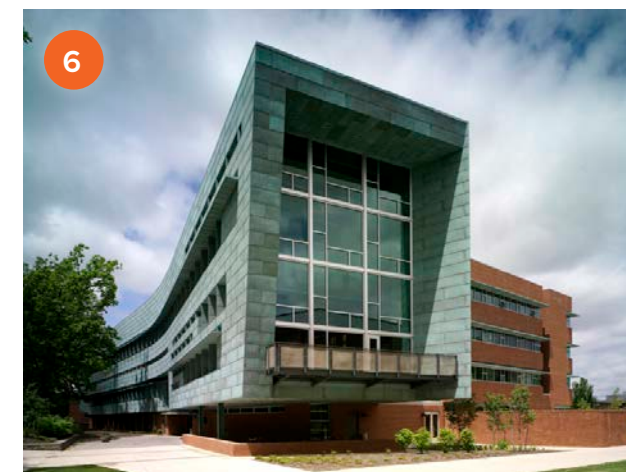
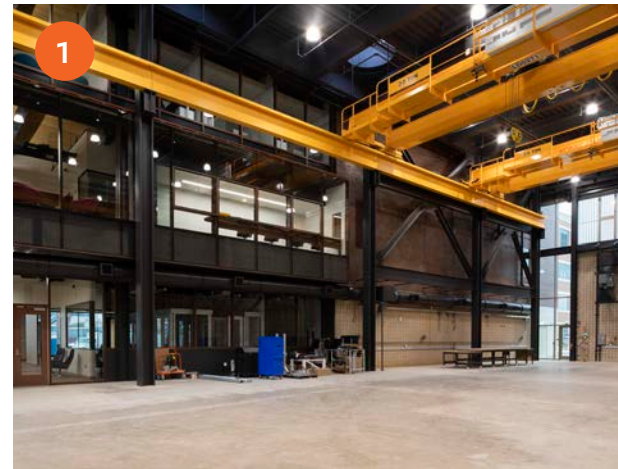


- University of West Georgia
- Virginia Commonwealth University
- Virginia Military Institute
- Virginia Tech
- Wake Forest University
- Washington College
- Washington and Lee University
- Washington Theological Union
- Wesley College
- Wesley Theological Seminary
- Wesleyan College
- West Virginia University
- Williams College
- Wor-Wic Community College
- Yale University, School of Medicine



# PENNSYLVANIA HIGHER EDUCATION

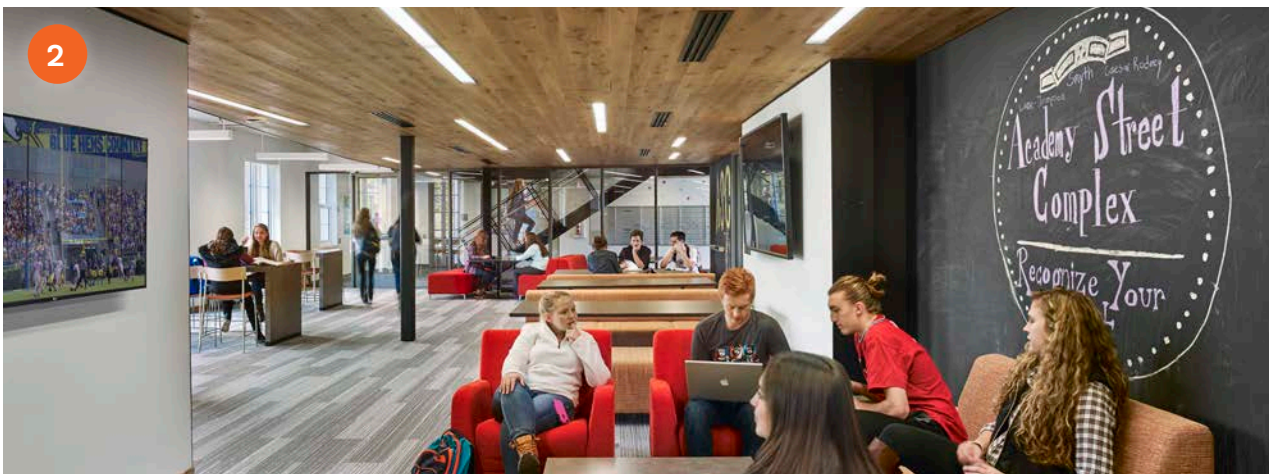
- 1 THE ENGINEERING DESIGN & INNOVATION BUILDING**  
PENN STATE UNIVERSITY  
State College, Pennsylvania
- 2 WILLIAM C. BUCK HALL**  
LAFAYETTE COLLEGE  
Easton, Pennsylvania
- 3 MILLENNIUM SCIENCE COMPLEX**  
PENN STATE UNIVERSITY  
State College, Pennsylvania
- 4 BRICKMAN CENTER**  
BRYN ATHYN COLLEGE  
Bryn Athyn, Pennsylvania
- 5 MOUNTAINTOP BUILDING C RENOVATION**  
LEHIGH UNIVERSITY  
Bethlehem, Pennsylvania
- 6 STUCKEMAN SCHOOL OF ARCHITECTURE & LANDSCAPE**  
PENN STATE UNIVERSITY  
State College, Pennsylvania





# STUDENT HOUSING

- 1 THE VILLAGE  
MUHLENBERG COLLEGE  
Allentown, Pennsylvania
- 2 CAESAR RODNEY DINING & RESIDENCE HALL  
UNIVERSITY OF DELAWARE  
Newark, Delaware
- 3 PENCADER HOUSING COMPLEX  
UNIVERSITY OF DELAWARE  
Newark, Delaware
- 4 BROCK, GLADISH & KING HALLS  
BRYN ATHYN COLLEGE  
Bryn Athyn, Pennsylvania
- 5 SOUTH ACADEMY STREET RESIDENCE HALL  
UNIVERSITY OF DELAWARE  
Newark, Delaware
- 6 STUDENT HOUSING  
UNIVERSITY OF MARYLAND, COLLEGE PARK  
Baltimore, Maryland







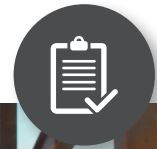
## SPECIALIZED SUPPORT SERVICES

Our decentralized model is home to 4,200+ employees spread coast to coast. Connecting the vast amounts of knowledge and experience that exist in a company our size is the magic dust. Using our Integrated Project Partner groups is how Whiting-Turner creates a beautiful network of information sharing, resource gathering, and challenge to solution answers seamlessly as if we had 4,200 experts housed on your job site.



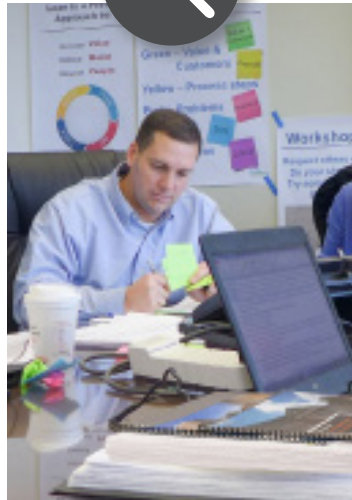
### ENVIRONMENTAL, HEALTH AND SAFETY

This group is the source of Whiting-Turner's Environmental, Health and Safety (EH&S) principles, policies and procedures. They enhance our culture of safety by making sure all EH&S information is effectively and consistently communicated to our teams. Among many other responsibilities, these specialists maintain our corporate EH&S manual, conduct site surveys, provide training and consultation, and help teams develop site-specific safety programs.



### QUALITY MANAGEMENT

Our quality management group is focused on defining and communicating our corporate quality management policy and program. They identify trends specific to opportunities for improvement, connect our project teams and regions to appropriate resources and align our quality management culture nationally. This group is instrumental in capturing and sharing lessons learned, as well as enhancing our quality management resources.



### INDUSTRY SPECIALISTS

Our industry specialists are the construction encyclopedias of our building industries. These experts collect, warehouse and distribute industry-specific knowledge to benefit our project teams. They consult with our teams nationally on a variety of project types, providing an efficient approach to pulling together our national resources to help solve any challenges.



### DESIGN-BUILD

We have a group of accomplished design professionals with the single goal of supporting our customers and design firms, while working with our project teams, to promote smarter, more efficient and more collaborative design. The natural evolution of the design and building partnership has exposed the necessity for deeper integration to achieve both high-performance and smarter facilities. Our licensed design professionals promote leveraging the knowledge of all project teammates to achieve true design excellence.



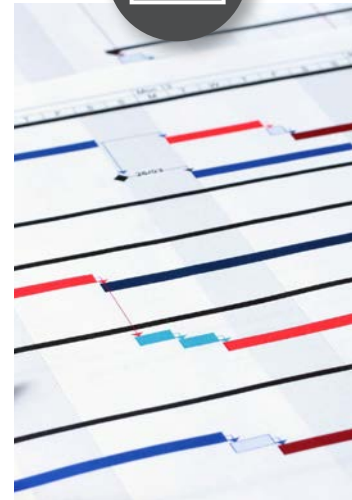
### IN-HOUSE MEP

Our in-house group of MEP professional engineers and installation specialists compliment, guide and support our projects teams from concept to final commissioning of the project. Our MEP technical expertise provides design and project guidance throughout each phase of construction to maximize MEP systems functions, ease of maintenance, while minimizing upfront costs. Our goal is to maximize life cycle costs and achieve the right balance of efficiency gain with reasonable holistic payback.



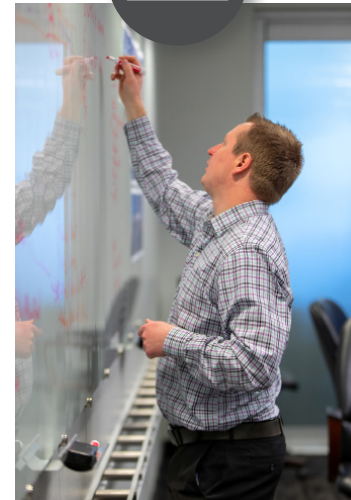
### VIRTUAL DESIGN & CONSTRUCTION

We have a group of dedicated, technical experts that drive our virtual building in-house services team. These individuals find innovative, virtual solutions to apply to a project to enforce the power of information, which ultimately drives a quality deliverable. They work hand-in-hand with our project management and field management teams to deliver the best product to our client.



### SCHEDULING GROUP

Our schedule group drives consistent processes, procedures and practices with the project teams. This group assists project teams by providing direct scheduling support and through the quality reviews of the teams' schedules. They teach CPM principles and good scheduling fundamentals to strengthen the teams' scheduling aptitude. The group offers support by developing leading performance indicators and using data trends to provide feedback regarding the health of the project and schedule.



### COST GROUP

Our cost group provides technical estimating services to the Whiting-Turner project teams. The cost group provides estimating support, including conceptual estimating, preconstruction services and value engineering assistance. The estimating product created by this group provides a powerful, real-time resource for our clients. The cost group also developed and maintains Whiting-Turner's internal cost database. They also Inform the company with quarterly economic reports along with supply chain and commodity price updates.





## INNOVATION AND PRACTICES

Whiting-Turner combines our high-performing people with efficient processes and the right technology to bring value to every part of our business. Our commitment to technology and the latest practices has resulted in countless instances of improved collaboration between Whiting-Turner, our clients, designers and subcontractors, as well as optimized building efficiency. Over the years, our people have applied their creativity, expertise and ambition to develop some very exciting advancements in our approach.



### ADVANCED DELIVERY METHODS

To keep pace with the changing internal and external pressures on our projects as early as the programming phase, advanced delivery methods brings proven advancements in product development, design, construction and operations. Our teams leverage these advancements to better achieved informed design solutions sooner. We are familiar with collaborative delivery methods, such as design-build, design-assist, delegated-design, integrated project delivery and public-private partnerships.



### HIGH PERFORMANCE BUILDINGS

We strive to have the most sophisticated technology, efficiencies and integrated systems while improving the personal experience of a building's occupants. High performance buildings can be a building or a series of buildings throughout a campus that integrate and optimize various technologies that increase the overall energy efficiency, life cycle and efficient personnel usage of the building.



### LEAN

We believe that Lean is a mindset built on an environment of respect for people with a focus on eliminating waste and adding value. We have a strong community of Lean practitioners that spans across each of our operational regions. Our Lean practitioners explore ways to work more efficiently, communicate more effectively, make reliable promises, increase accountability and genuinely collaborate.



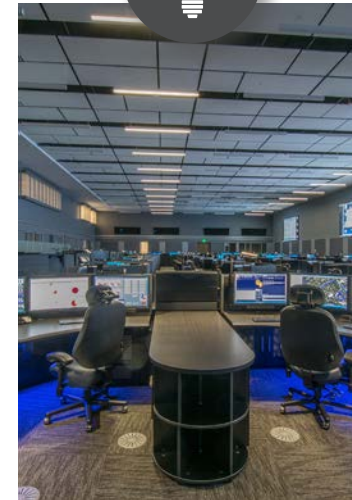
### OFF-SITE CONSTRUCTION

Off-site construction presents an opportunity to improve project schedules and decrease project costs using techniques like prefabrication, modularization, panelization and pre-assembly. Quality and efficiencies improve when work is done ahead of time in a controlled environment. Additionally, reducing time and resources on site yields safer, cleaner and more efficient projects.



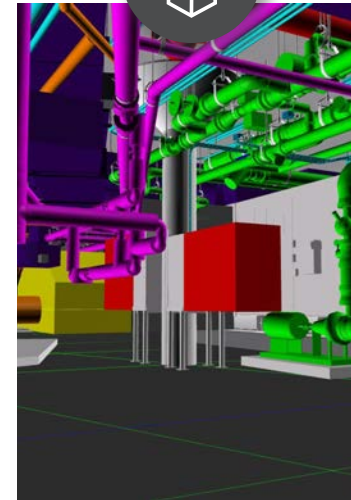
### SUSTAINABILITY

Maintaining the well-being of our environment for future generations is simply the right thing to do - and it makes good business sense for us and our clients. We are continually reviewing our own internal processes and policies to make sure we are being good stewards. This includes evaluating jobsite practices and trailers and looking at our corporate practices and spaces to make sure we are reducing our impact on the environment and giving our own employees the best possible environment to work and thrive in.



### TECHX

Our professionals bring invaluable technology, experience and skill to the construction process that help project teams envision and build with greater efficiency than ever before. Our technology excellence practice provides teams with a company-wide collaboration hub to discover new technology and innovative ways to use existing technology.



### VIRTUAL DESIGN & CONSTRUCTION

Whiting-Turner has established a talented group of dedicated, technical experts that drive our virtual building in-house services team. These individuals are tasked with finding innovative virtual solutions to apply to a project to enforce the power of information, which ultimately drives a quality deliverable. Our virtual building team is an invaluable resource and works hand-in-hand with all of our project teams.



# SUPPLIER DIVERSITY

## ENCOURAGING ADVANCEMENT

We recognize the value of diversity and foster an inclusive environment built on collaboration, communication and respect. People are our most valuable assets, and we are committed to providing equal opportunity and advancement for all of our employees and trade partners. Cultivating a diverse community and embracing a wide range of backgrounds and perspectives is crucial to our success.

For more than 60 years, Whiting-Turner has been dedicated to the encouragement, advancement and use of minorities, women and small businesses in the construction industry. We are a leader in providing opportunities for disadvantaged firms on some of the nation’s largest and most prestigious projects. We take a great deal of pride in exceeding goals in everything we do, and we have a proven track record of leadership in support of initiatives that enhance the supplier diversity process. In addition, while we are very proud of our performance in those instances, we are prouder that 40% of our MBE and WBE expenditures take place on projects with no diversity requirements.



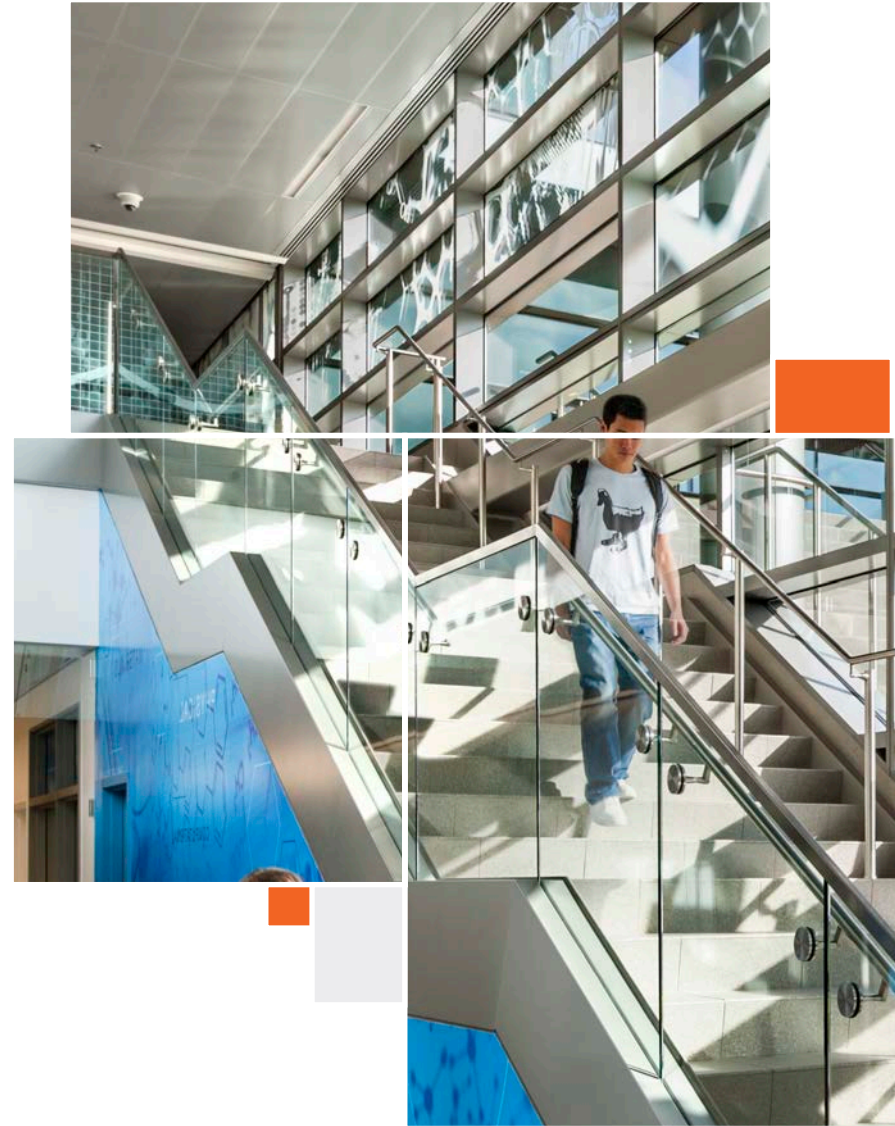
## MAXIMIZING OPPORTUNITY

It is a matter of policy at Whiting-Turner that all diverse and small business entities are afforded the optimal opportunity to participate in the performance of any project-related work. This includes trade contractors, equipment and material suppliers, and other service providers at any tier. We take extra steps to maximize these opportunities, such as dividing major scope items into smaller components to allow for more procurement opportunities, reaching out to the subcontractor community, meeting with companies interested in the project for one-on-one discussions and keeping the community informed. It is also the policy that the status of these expenditures be reported to senior management on an annual basis.

## STRATEGIC PARTNERSHIPS

For decades, Whiting-Turner has set an industry example using strategic partnerships that benefit minority and women-owned businesses. We have proactively invited diverse and small business entities to participate on many projects to promote the commitment of inclusion. These partnerships foster growth and enable the establishment of direct relationship procurements with many our clients. Alliances with these firms have played an essential role in the success of our business. We have not only partnered with these companies, but we have also informally mentored them by providing construction management and technical development.





**MIKE PALOTAS**

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