

MasTec Sustainability Framework

Leadership's commitment to sustainability

As a leading infrastructure construction services provider, we are committed to conducting our operations in a responsible manner that benefits our stakeholders, including our employees, customers, subcontractors, suppliers, investors and the communities in which we operate. Sustainability principles and practices are embedded within our strategy, risk management and day-to-day operations. This document summarizes our commitment to sustainability, along with our framework of programs and initiatives.

We have recently formalized sustainability as part of our Board oversight function, as well as our policies on Human and Labor Rights and Safety, Health and Environmental matters. Details of our newly updated Nominating, Sustainability and Corporate Governance Board Committee charter and these policies can be found on the Corporate Governance webpage of our website at <https://investors.mastec.com/corporate-governance>.

We engage with our stakeholders, both internal and external, to understand priority sustainability issues for our business. We will continue to develop our sustainability framework, as well as our engagement efforts with our stakeholders.



José R Mas, CEO

February 2020

MasTec Culture, Mission and Core Values

Building on the Mas family heritage, we have a passion and commitment to service that, together with our predecessors, spans almost a century.

At MasTec, our mission is to be recognized as a company that achieves customer expectations safely, profitably and in a manner that is environmentally responsible, socially aware and rewarding for our stakeholders, including our employees, customers, subcontractors, suppliers, investors and the communities in which we operate. We want to attain profitable growth through an organizational structure that provides excellent service delivery; establishes a reputation of integrity within the communities in which we work; and provides our team members growth opportunities in an injury-free environment.

Our core values, which are closely aligned with these goals, are as follows:

- *Safety*
- *Customer Service*
- *Ethics*
- *Environmental Stewardship*
- *Tradition and Legacy*
- *Teamwork*
- *Excellence*
- *Respect*
- *Recognition and Celebration*

Fortune World's Most Admired Companies. *In keeping with our mission and core values, we are proud to have been named as one of Fortune magazine's World's Most Admired Companies in 2020.*



Sustainability Governance and Stakeholder Engagement

Our approach to sustainability governance. We believe that sustainability is central to our mission and success. While sustainability-oriented matters have always been part of our Board of Directors' oversight, in 2020, we formally expanded the responsibilities of our Nominating and Corporate Governance Committee of the Board of Directors to include sustainability. Renamed the Nominating, Sustainability and Corporate Governance Committee, its oversight includes overseeing and periodically reviewing MasTec's integration of corporate responsibility and sustainability, including environmental, social and governance ("ESG") principles into MasTec's business strategy and decision-making processes.

Stakeholder engagement. Stakeholder engagement is a key element of our sustainability efforts and communications.

- We engage with our investors, employees, customers, subcontractors, suppliers and communities to understand the priority sustainability issues for our business.
- Our engagement process includes formal and informal channels of communication, including quarterly investor calls, investor presentations, one on one meetings, employee feedback, customer, subcontractor and supplier discussions, community and industry events, among others.
- The feedback we receive from these engagement efforts informs our understanding of the issues most significant to our stakeholders. We seek to monitor these issues and effectively communicate with our stakeholders to strengthen these relationships.

Business Model: Investing in a Sustainable Future

Through the services we provide, we help to modernize, connect and make our communities safer and more sustainable while helping to build our nation's infrastructure, including the development and expansion of our nation's renewable energy footprint. Investment in sustainable business opportunities is a key component of our business strategy for future growth.

Renewables infrastructure. We are one of the largest renewables contractors in North America, having constructed a significant percentage of North America's wind farms. Our clean energy and infrastructure group provides engineering, procurement and construction services and project management solutions to the power market, including for renewable energy power sources, such as wind, solar, biofuel, biomass, waste-to-energy (WtE) and biogas, cogeneration or combined heat and power projects and gas-fired power projects. We continue to invest in our renewable energy infrastructure business, which has grown significantly in the past few years to approximately 10% of our total business revenue for the year ended December 31, 2019. As interest in climate change solutions continues to increase, we anticipate continued strong growth opportunities in our renewables infrastructure business and will continue to invest in this area to support and nurture this growth.

Electrical transmission and distribution infrastructure. We build the infrastructure that connects our nation's power generation to consumers, including solutions to access new renewable and efficient natural gas generation sources. We also work with our customers to design and build innovative, smart energy solutions, including for the modernization of overstressed sections of the electric grid with insufficient capacity, and to upgrade aging electric infrastructure. Our projects improve the performance, safety, resiliency and efficiency of the nation's electrical grid and advance the goal of modern, smart energy solutions for our nation's future.

Communications infrastructure. We build wireless and wireline/fiber infrastructure that connects communities and improves communications infrastructure across our nation. Our projects incorporate cutting edge technological advances that improve speed, connectivity and bandwidth nationwide, including dense urban areas, and expand services into new areas, including rural communities. We are proud to be participating in the buildout of FirstNet™, the nation's first wireless official public safety network for first responders.

We are also participating in the buildout of the nation's 5G telecommunications infrastructure, helping to revolutionize telecommunications technologies. The faster speeds and reduced latency associated with 5G will serve as the foundation for transformative technological innovations, including 'Smart City' and urbanization projects and advances in connected technologies, such as connected cars, healthcare, industrial applications and entertainment.

Business Model: Investing in a Sustainable Future

Pipeline infrastructure. The state-of-the-art pipelines that we construct provide a lower carbon emission and environmentally safer transportation alternative for oil and gas products versus traditional truck and rail transport. Additionally, our natural gas pipeline construction services help our customers access and distribute cleaner burning natural gas throughout the United States, assisting in the transition from high carbon emission electricity sources to natural gas as a cleaner burning and lower carbon emission fuel source. In addition, our pipeline integrity and replacement services help promote environmental and public safety while enhancing the safety, productivity and life of our customers' assets.

Water pipelines. We recently invested in a water infrastructure company that specializes in energy drilling, completion and production technologies. Our water pipeline services increase the efficiency of water used in energy field operations in an environmentally focused manner. We build expansive water pipeline networks, which allow for the recycling of water, thereby reducing fresh water requirements as well as the amount of water disposed. Additionally, the use of water pipelines reduces truck traffic, resulting in lower carbon emissions.

Business Model and Community Impact

When disaster strikes, we are there to help communities rebuild. In the days, weeks and months after storms and other natural disasters hit, our dedicated crews are on-site, helping to restore power, landline and cellular services in affected areas. To see the happiness of those in the communities we serve after their power or communications have been restored is one of our greatest rewards.

We help bring a sense of normalcy back to communities and peoples' lives by restoring much needed power and telecommunications services to areas that have been hard hit by storms. Our crews are dedicated, tough and resourceful, and driven by a desire to help others in need. Recent community rebuilding efforts in storm-affected areas include:

- **Utility service restoration efforts.** In recent years, we have seen terrible destruction from hurricanes and other natural disasters that have devastated the communities in their paths. Our utility crews arrive from all over the country to provide storm restoration services, through rain and floods, climbing poles, tearing through brush and lifting trees to get to downed power lines and restore services in devastated areas.
- **USVI Port Authority restoration efforts.** We are restoring buildings belonging to the Port Authority in the U.S. Virgin Islands damaged by Hurricanes Irma and Maria, including airports, cruise ship ports, cargo buildings and administrative offices. Upon completion, this restoration project will lead to improved travel safety within the Virgin Islands. This project has also provided us with the opportunity to engage and mentor the local subcontractor community for safety, scheduling and administrative practices, fostering long-term benefits to the community.
- **Storm restoration efforts.** We sent hundreds of employees to Puerto Rico following Hurricane Maria to help rebuild power lines and telecommunications networks. MasTec crews helped rebuild cell towers and restore cellular service and power, replacing the previous infrastructure with the latest technology – providing safe, faster, stronger and more reliable service than ever before. On a Christmas Day, our crews used recycled materials to build a power line and restore power to a hospital and over 1,000 homes in Puerto Rico. We continue to work with, and support island and mainland communities affected by natural disasters, including repair and modernization efforts for telecommunications and electric grid infrastructure.
- **Public safety efforts.** A significant percentage of Puerto Rico's streetlights, which are vital to public safety, were damaged by Hurricanes Irma and Maria. MasTec, with the help of locally hired supervisory and craft personnel, has been helping to assess the damage and repair the island's streetlights, having repaired over 10,000 streetlights to date.

Employee Safety, Health and Wellness

MasTec began as a family business, and every member of the MasTec team is considered part of the MasTec family. Our employees are an integral part of our growth and success, and they are our most valued asset. The safety, health and welfare of our employees is at the heart of our operations. When our employees are safe, healthy and engaged, we are most productive – which, in turn, allows us to deliver the highest level of excellence to our stakeholders.

Safety is a core value at MasTec. It is a mindset that permeates all aspects of our operations, and an attitude that our employees exhibit, strongly and openly. We recognize the need of our workforce to have a safe and healthy workplace and are committed to maintaining a strong and sustainable safety culture within our organization. We continually evaluate our safety programs to protect our most important asset – our team members.

Corporate Safety Culture: Zero Harm

We have a proactive safety culture, and our safety leadership structure is designed to create accountability within each of our businesses and at the corporate level, including continuously monitoring, reporting and addressing our key safety performance indicators. Every team member is responsible for preventing incidents, injuries and occupational illnesses, and our project leadership team is tasked with ensuring that every project is accomplished in a safe, productive, environmentally and quality-focused manner. We strive to continuously assess and improve our comprehensive safety management program.

Our Zero Harm culture is fundamental to our goal of world class safety performance. We instill safety values in every team member, such that safe behavior is instinctive and automatic. We actively train our workforce in everyday safety practices and provide detailed guidelines that are required to be followed by every employee as work tasks are contemplated and completed. Training programs are tailored to an employee's job function and are designed in accordance with industry best practices and standards. Our corporate Safety, Health and Environmental policy can be viewed on our website at <https://investors.mastec.com/corporate-governance>.

Safety Culture

Safety Training. At training centers across our operations, we regularly teach our employees about compliance with OSHA and DOT regulations, and through our risk management programs, we educate our staff, subcontractors and suppliers on safety matters.

Training and skill-level improvement programs based on an employee's job function, responsibilities and level of experience are provided regularly, including:

- Safety orientation for new employees
- Safety leadership training to provide front line leaders with the skills to positively influence day-to-day safety performance
- Preventative safety training, including for fall protection and personal protective equipment, occupational health and ergonomics
- OSHA construction outreach training, 10- and 30-hour programs, which provide safety and health training for workers, supervisors and managers
- Short service worker programs designed to prevent work related injuries and illnesses for new hires and temporary workers
- Defensive driving and DOT seminars for fleet drivers
- Excavation/ground penetration safety classes
- Operator qualification and electric worker training
- Emergency preparedness and incident investigation training, including for trauma, active shooter and other potential workplace hazards

Safety Culture

Safety excellence initiatives. Other safety initiatives we have adopted or are developing within certain of our businesses to drive safety excellence and encourage employee engagement in safety practices include:

- **Safe driver programs,** incorporating fleet telematics technology that alerts drivers to potentially unsafe driving behaviors and conditions in real time, reducing the risk of vehicle incidents and improving driver behavior. Drivers with excellent driving habits are recognized and rewarded.
- **Safety “all-hands” meetings,** including an annual day of training with hands-on and classroom safety training, along with Town Hall meetings to encourage employee engagement, conversation and feedback.
- **Daily tailgate and toolbox safety meetings** with project teams to discuss safety matters surrounding work scheduled for that day, including potential hazards and site-specific issues.
- **Weekly safety meetings** with full project crews to recap progress and discuss safety, quality, or environmental concerns, along with best practices.
- **Monthly employee safety communications,** which include a President’s message, along with discussion of general safety topics, selected safety guidelines, statistics and lessons learned based on root cause analysis.
- **Safety Alerts** for immediate communication of potential hazards, along with required actions.
- **Participation in industry consortiums** to learn about and share best practices.

Safety Culture

Continuous improvement initiatives. We are continually evaluating our safety processes, along with industry best practices, for improvement opportunities to enhance our existing safety culture. For example, some of the initiatives we have under development or have rolled out within selected businesses include:

- Train-the-trainer leadership training sessions for key safety professionals.
- Rollout of a corporate Safety Competency Development Program, which is being piloted within certain of our operations.
- Participation in the Pipeline Machinery International’s Safety Leadership Training program.
- Workshop-based safety competency development programs designed to build the safety organization’s capabilities to achieve superior results.
- Gold Shovel Standard membership and certification.
- Participation on the Board of the Construction Safety Research Alliance’s scientific research programs, including Quality-Based Safety Leading Indicators and Predictive Analytics.

Subcontractor and Supplier Safety Standards. The high standards of safety, incident prevention and hazard control that we instill within our operations are also expected of our subcontractors. We also consider the historical safety performance of our subcontractors and suppliers in our relationships with them.

Safety Memberships and Awards

We have memberships and participate in numerous safety and other organizations that promote industry safety. Among them, we are members of the OSHA Electrical Transmission and Distribution Safety Partnership. The OSHA Partnership is a strategic collaboration amongst OSHA, the IBEW, industry trade groups and all major transmission and distribution contractors and is designed to improve the safety and health culture within the nation's electrical transmission and distribution industry. As a member of the partnership, we are able to be a leading voice in the establishment of national safety standards for the electrical transmission and distribution industry.

The OSHA Partnership establishes guidelines to reduce the number of fatalities, injuries and illnesses in the industry, along with a common vision and commitment to safe and healthy workplaces. Through its leadership, the partnership has raised industry safety awareness, responsibility and accountability and has developed industry training and best practices that have improved worker safety and health.

Other industry and safety organization memberships include:

- The National Safety Council
- The American Society of Safety Professionals
- The Construction Safety Research Alliance
- The National Center for Construction Education and Research
- The National Utility Contractors Association
- The Construction Industry Institute
- The National Association of Tower Erectors
- The Edison Electric Institute
- The American Gas Association
- The American Wind Energy Association

Certain of our businesses have received safety awards in recognition of our track record and safety efforts, including:

- The American Wind Energy Association's Safety and Health Achievement Gold Award for demonstrating the highest level of dedication and leadership in integrating safety and health as a key value within our organization.
- The National Safety Council's Million Work Hours and Perfect Record Awards for hours worked without occupational injury or illness.
- TC Energy's 2019 CEO Safety Award for outstanding safety leadership and commitment to the value of safety.

Employee Health and Wellness

Encouraging good health and following a healthy lifestyle is a MasTec philosophy.

The importance we place on employee health is highlighted in our company newsletter “Health Break,” which spotlights the importance of healthy living, and provides diet, exercise and health tips, along with employee success stories. We encourage all our employees to take an active role in living a healthy lifestyle and offer wellness tools and resources to help our employees and their families achieve and maintain good health. We believe that by keeping our employees healthy, we keep MasTec healthy.

To ensure that our employees have the tools and resources for healthy and vibrant lives and the keys to a financially secure future, we offer a comprehensive and flexible benefits program. Among the benefits provided are:

- Medical, dental, vision and prescription insurance, including preventative care coverage. We also offer telehealth services, providing 24/7 access to medical professionals for non-emergency care.
- To encourage active participation in preventative care, we provide an insurance discount to employees who have medical checkups annually.
- To help our employees build and protect their financial futures, we offer a 401K with matching benefits, an employee stock purchase plan, life and disability insurance and flexible spending account benefits.
- We also offer employees support for personal and work-life issues, including health, legal and financial matters.

Other wellness events and incentives. Each year, MasTec employees are encouraged to step outside and walk or run with Team MasTec in the Annual Corporate 5K Run for Health. This annual event is part of our awareness campaign highlighting the importance of eating healthy, exercising and getting annual medical checkups. Certain locations offer reimbursement for gym memberships or on-site fitness facilities, and our corporate office has an employee cafeteria that offers subsidized meals with healthy menu options.

Team health initiatives. Many of our divisions have developed team health challenges, such as weight loss and healthy steps challenges. Employees work in teams and track their progress for fun, health and prizes!

We proudly share employee health and wellness success stories and highlights of company fitness events in our Health Break newsletter to further engage all employees in healthy living initiatives.

Employee Training and Development

We believe that professional development is essential to the success of our business, as it drives employee engagement and ensures that our team members have the requisite skills and training to deliver the highest level of excellence to our customers. At MasTec, we invest significant resources in education, certification and training programs. These programs are designed to create high performing teams, improve productivity and positively affect employee motivation and retention.

Career development. An employee’s career development at MasTec begins with the onboarding process and continues throughout their career. Ongoing training is designed to develop an employee’s technical, professional and leadership skills, and is customized to meet the specific qualifications, knowledge and skill requirements for our employees to succeed in their positions. Certain of our businesses have incorporated advanced technological applications in their training programs, further enhancing career development opportunities.

We seek to develop and cultivate current and future leaders at MasTec. We believe that when our leaders succeed, our company succeeds. We provide leadership training and development opportunities, including emerging leader and mentoring programs, to encourage and foster leadership skills. Leadership excellence and development programs are achieved both through in-house and external training resources.

Leadership Development Programs. Certain of our businesses have implemented formal leadership development programs. For example, one of our divisions has designed apprenticeship- and leadership-oriented professional development training programs to foster career development and advancement opportunities for its team members.

- Apprenticeship programs provide on-the-job training and academic instruction toward various certifications, and include Lineman, Cableman and Horizontal Directional Drill Operator training programs. Best-in-class safety and craft training programs are also offered.
- A Leadership Excellence and Development (“LEAD”) Program was recently launched, offering advanced leadership training opportunities at all levels. The LEAD program is designed to build leadership talent and provide leaders the skills and capabilities that put them in a position to succeed. The LEAD program curriculum is multi-tiered to align a participant’s curriculum with their current role and level of experience, and includes online and classroom training, application of learning to real work settings, field immersion opportunities and mentoring programs.

Team Culture, Development, Diversity & Inclusion

Team culture. Our success depends upon the success of our team, which requires us to have exceptional team members, as well as an exceptional team. At MasTec, teamwork is part of our culture and is one of our core values. We believe that our employees and our customers benefit from the collective and well-coordinated efforts that result from effective employee engagement, teamwork and collaboration.

We integrate team building and development into our training programs as well as our day-to-day operations and believe that team building events are a fun way to get to know other MasTec team members and develop lasting relationships that build synergy within and across our businesses.

Other employee training and development opportunities offered, based on an employee's position and professional activities include:

- Tuition reimbursement for qualified training programs
- Sponsored attendance at industry conferences
- Departmental and divisional leadership conferences
- Employee training centers
- Advancement opportunities within and across businesses and divisions

Workplace Diversity & Inclusion. We are committed to diversity and inclusion in the workplace and to fostering an environment where our employees can freely bring diverse perspectives and varied experiences to work. We seek to hire, empower and retain highly talented employees. In our employee recruitment and selection process and the operation of our businesses, we adhere to equal employment opportunity policies without regard to race, color, national origin, religion, religious creed, ancestry, age, sex, sexual orientation, gender, gender identity, gender expression, veteran status, marital status, citizenship status, military status, pregnancy, medical condition, genetic information, physical or mental disability or any other characteristic protected by law.

Certain of our businesses have incorporated the use of annual diversity assessments and goal setting targets to expand diversity within our management and employee teams. Women and minorities represent 52% of all employees and 40% of our executive and management teams, according to our EEO-1C report certified on May 30, 2019.

Environmental Stewardship

We believe that we all play a role in environmental stewardship. We help our customers find solutions to their environmental goals and requirements and are likewise committed to responsibly managing the environmental impacts of our operations. Our customers rely on our expertise with governmental and regulatory agencies to meet increasingly stringent regulatory requirements.

Environmental matters are an integral part of our business planning and decision-making processes. Our corporate policies and Code of Business Conduct and Ethics require that all applicable environmental regulations and compliance requirements are met in the course of our operations. Our planning processes incorporate procedures to ensure compliance with all such laws and regulations. Our Code of Business Conduct and Ethics and Safety, Health and Environmental policy can be viewed on our website at <https://investors.mastec.com/corporate-governance>.

We seek to protect the environment by preserving its natural beauty in the places we work. We are committed to environmentally responsible stewardship and to return each project site to the condition in which we found it. We proactively manage environmental controls to stay in compliance with permit conditions and to preserve protected resources, including streams, wetlands and aquatic life, endangered species, their habitats and nesting areas and high conservation value habitats, as well as archeological and traditional cultural properties.

We are committed to minimizing the effects of our operations on the climate and the environment and will endeavor to reduce our carbon footprint, energy usage and greenhouse gas emissions where possible. We seek to foster conservation and environmental awareness within our operations, and will strive to identify and incorporate energy, carbon and water efficiency considerations into our project planning and execution.

Recycling and waste initiatives:

- To support our efforts to conduct business in an environmentally responsible manner, we encourage the use of reducing, reusing and recycling programs within our operations. In addition, selected operations have landfill avoidance plans, where materials are recycled through designated resale partners, electronics recycling and e-waste providers.
- We have hazardous waste disposal procedures to ensure compliance with federal, state and local hazardous and universal waste regulations. These procedures are designed to ensure that universal waste, electronic waste, scrap and recyclable materials are properly managed to prevent the release of hazardous substances into the environment during accumulation, storage and transport.

Environmental Stewardship

Other efforts incorporating sustainability and innovative solutions:

We have other efforts underway within our operations, including pilot programs and certain initiatives that incorporate sustainable principles. For example:

- Selected operations report on greenhouse gas emissions to the Carbon Disclosure Project
- Our install-to-the-home business transitioned to lighter materials for pole mount installations, which reduced its hauling weight load by approximately 2.5 million pounds per month, increasing the fuel efficiency of its fleet operation.
- In connection with certain of our telecommunications projects, we have piloted nationwide network facility decommissioning projects, recycling the decommissioned facilities and creating millions of pounds of recycled metals for alternate uses.
- Our wireless division repurposed and recycled wooden packaging materials while working on storm restoration efforts in Puerto Rico, donating the repurposed materials to a community association that used the materials to restore a fishing community destroyed by the hurricane.
- Our transmission division designed a program that uses recycled vehicle waste oil to heat garage spaces.

Fleet efficiency and other initiatives:

- Within certain fleet operations, we have implemented GPS and other advanced technologies, including smart idling, which have improved fleet efficiency and fuel consumption. In addition, certain businesses have invested in equipment containing advanced emissions reduction technologies, helping to reduce our carbon footprint.
- Certain operations utilize sophisticated routing, scheduling and fuel management programs, including Mapline applications, significantly reducing their fuel consumption.
- To optimize consumption of energy and fuel, certain of our operations incorporate advanced technologies, such as drone, augmented and virtual reality technologies within their project design, build and service delivery processes.

Environmental Stewardship

Building efficiency and energy conservation initiatives include:

- Incorporation of energy efficiency and other conservation measures into new facility design and facility remodels, including energy efficient fixtures and other design features, where possible. Certain operations have programs to integrate green and renewable energy options when available.
- Other facility conservation measures include the use of sensor-activated fixtures, LED lighting and the replacement of bottled water with water filtration systems, among others.
- Several of our offices have implemented green initiatives within their day-to-day operations, such as the replacement of disposable paper and plastic products with reusable items.
- One of our operations incorporates recycled shop and yard waste into new building designs.
- Our corporate headquarters was recently remodeled with an emphasis on energy efficiency and LEED certification.
- Certain operations have incorporated industry best practices into their real estate decision making processes, including analysis of lifetime running costs and assessment of LEED status.
- Energy Star certified equipment is incorporated into capital spending decision-making processes for certain operations.

Sustainability recognition

We have been recognized for our efforts in sustainability by various organizations. Our wireless division has received numerous awards, including:

- A silver rating from EcoVadis, a global sustainability ratings group for the supply chain.
- Recognition from the Quest Forum / Telecommunications Industry Association, or TIA, a global quality organization for the information and communications technology industry, for having the leading sustainability program in the field services category.
- Recognition from AT&T for process improvement in sustainability, helping AT&T achieve its “80 by 2017” supply chain sustainability goal.

Community and Social Matters

At MasTec, we are proud to serve the communities in which we operate. Partnering with our communities and our customers is fundamental to our business operations. We plan and act for the future, for the long-term good of our company, our customers and our communities.

We are active in our local communities and participate in charitable giving, community outreach and community building programs, including disaster relief efforts for communities affected by hurricanes, flooding and similar events. We also have an unwavering commitment to our team members in times of need. Our donations to charitable causes exceed \$1 million annually.

Community building, charitable giving and outreach programs:

We are actively involved in the United Way program, including through their annual campaign, volunteer activities and a fund drive with company matching donations, the proceeds of which benefit local communities in the areas of education, financial stability and health.

We support numerous local office outreach, charitable giving and volunteer programs, such as:

- The Best Buddies jobs program, which helps individuals with intellectual and developmental disabilities find jobs with competitive pay and equal employment. MasTec proudly employs individuals through the Best Buddies program.
- Project outreach programs, which incorporate proactive community impact planning and outreach in connection with project work. Examples of project outreach initiatives include the construction of playgrounds and donations to local fire departments.
- Breast Cancer Awareness events and fundraisers
- Toys for Tots and Big Brothers Big Sisters fundraising campaigns
- Local community fundraisers, including for schools, police and fire departments, first responders and hospitals
- Annual Kick Cystic Fibrosis kickball tournament and fundraiser
- Employee volunteer days to help underserved communities

When disaster strikes, we come together in support of disaster relief initiatives, including:

- Red Cross hurricane disaster relief outreach programs
- Locally-organized disaster relief outreach programs and assistance
- Disaster relief programs for employees

Community and Social Matters

We have an extensive military veteran workforce, and we give recognition to our veterans annually in our company newsletter, “Fast Break.” Examples of military and veteran outreach efforts within certain of our businesses include:

- Dedicated local military and veteran recruiting resources
- Supporter of Warriors4Wireless, a program that trains transitioning service members and veterans for employment in the telecommunications industry
- One of our divisions is establishing a career skills program focused on electrical training under the Department of Defense’s SkillBridge program, which is designed to provide a career path for transitioning service members
- Relationship building efforts with military recruiters
- Job postings tailored to military veterans

Local Community, Business, Subcontractor and Supplier Initiatives

In addition to community outreach programs, we seek to develop strong relationships with our local communities, businesses, subcontractors and suppliers, with selected examples highlighted below.

- We are active members of our local chamber of commerce and economic development organizations, including Hispanic Chamber of Commerce organizations.
- We place a significant priority on respectful collaboration with our local communities, including indigenous communities.
- Certain of our businesses have programs that are designed to drive utilization of local subcontractors and suppliers.
- One of our divisions initiated a subcontractor awards program to recognize local businesses that provide outstanding quality of service.
- In northern Illinois, one of our divisions partnered with Nicor Gas, the LIUNA Chicago Laborers’ District Council and the Chicago Federation of Labor to identify, hire and train workers for a meter modernization program. The program automates the meter reading process and provides timely energy usage data to customers through the installation of a communications network on gas meters. The program created jobs and trained workers for future opportunities in the utility industry, all of whom became union members through the program.

Community and Social Matters

Support of Education in Our Communities

At MasTec, we believe in the power of education. We have created and support several scholarship programs to advance the education of future generations.

- We support the Jorge Mas Canosa Freedom Foundation, which was established to advance human rights by supporting the ideals of democracy and education. Scholarships under this foundation have provided over \$3 million dollars to minority students in need.
- The MasTec Scholarship Fund was created to help employees and/or children of employees advance their life potential through education. Every year, recipients are awarded up to \$2,500 per year for up to four years to help pay for their college education.
- We actively support other scholarship programs benefitting local communities, such as Puerto Rico's Perpetuo Socorro Academy scholarship program, among others.

We have been recognized for our efforts in community and outreach programs by various organizations, among them:

- The United Way, for our efforts and generosity in supporting our local communities.
- The Minority Business Development Agency, which awarded one of our divisions the Florida Minority Construction Firm of the Year Award for their efforts in the construction sector and as a minority business employer in the hurricane disaster recovery process in the U.S. Virgin Islands.
- Habitat for Humanity, which awarded one of our divisions their ReStore Community Partner of the Year award for efforts toward building community through telecommunications initiatives.
- The Chicago Federation of Labor, for our electrical transmission division's efforts in creating construction jobs for the unemployed.
- The Division of Vocational Rehabilitation, who nominated MasTec for the Miami Disability Employment Awareness Celebration for our efforts in diversity and inclusion through the Best Buddies program.

Leadership and Governance

Uncompromised integrity, honesty, and fairness are at the heart of our company. We believe that our success as a business depends upon the personal honesty and integrity of every person at MasTec.

Our leadership team and Board of Directors are committed to fostering a strong organizational culture built upon accountability, business and personal ethics, integrity and compliance. We believe that an ethical culture builds credibility and trust.

We hold ourselves accountable to the highest standards of professionalism, and honor our commitments – to our customers, investors, host communities and fellow employees. We respect the opinions, ideas and perspectives of our team members, customers, subcontractors, suppliers and those in the communities we serve.

Our Code of Business Conduct and Ethics, which is communicated to our employees annually, and to which each employee agrees to be personally responsible as a condition of employment, requires adherence to the highest ethical standards. Among the ethical matters addressed in our Code of Business Conduct and Ethics are our zero-tolerance policy for discrimination and harassment, ethical and fair business practices and strict compliance with insider trading policies, anti-bribery and anti-corruption guidelines and the Foreign Corrupt Practices Act. Our Code of Business Conduct and Ethics can be viewed on our website at <https://investors.mastec.com/corporate-governance>.

Formal communication and grievance processes. Employees can either report incidents of suspected misconduct through a confidential and anonymous helpline or through various internal communication processes, as outlined in our Code of Business Conduct and Ethics.

- 'Convercent,' an independent third-party hotline, accepts calls for all forms of policy violations, including accounting irregularities, fraud, theft, unsafe working conditions, harassment, discrimination, mistreatment, mismanagement, ethical violations, unsafe driving or operation of vehicles, safety violations, substance abuse, or threats of violence.
- Employees can also report suspected misconduct to their supervisors, members of management, human resources, or the corporate legal department. In addition, the Audit Committee of MasTec's Board of Directors has established procedures for the submission of information, questions, complaints, or concerns regarding accounting, internal controls, audit or ethics matters, and is responsible for periodically reviewing all such activity.

Leadership and Governance

Employment law compliance. We have internal and external policies that require adherence to all US laws and regulations for employment and wages. Our Human and Labor Rights policy can be viewed on our website at <https://investors.mastec.com/corporate-governance>.

Training programs. Routine training programs related to governance matters, as required based on an employee's position and responsibilities, include:

- Diversity and harassment training
- Antitrust matters, ethics in foreign locations, FCPA and False Claims Act training
- Ethics, bribery and anti-corruption training
- Certain operations have adopted sustainability, human rights and modern slavery training

Business conduct and ethics expectations for subcontractors and suppliers. Not only do we require adherence to our Code of Business Conduct and Ethics for our employees – we also expect our subcontractors and suppliers to maintain proper business conduct and ethics protocols. Other subcontractor and supplier expectations include adherence to our restriction of hazardous substances and other internal policies.

Subcontractor and supplier qualification and review processes. Our subcontractor and supplier qualification processes include screening and due diligence. Among other criteria, if applicable, we evaluate a potential subcontractor's and/or supplier's safety record and financial stability. We also may perform selected audits to assess compliance with subcontractor and supplier policies.

Leadership and Governance

In addition to our comprehensive Code of Business Conduct and Ethics, we have detailed governance procedures, including:

- Board of Director Governance Principles
- Audit Committee Charter
- Compensation Committee Charter
- Nominating, Sustainability and Corporate Governance Committee Charter

Board and Management Structure. We believe that an independent, well-diversified Board of Directors is an essential attribute of effective board governance and further aligns our interests with those of our stakeholders.

- Our Board and management team have racial, ethnic, gender and skill diversity, with 5 of our 8 Board members representing women or minorities.
- 6 of our 8 Board members are independent, and we believe that our separation of Chairman and CEO functions further enhances accountability and social responsibility.
- Our Board has a diverse skill set, including members with financial expertise, risk management expertise, health and safety expertise and industry expertise.

Alignment with shareholder interests. Our management team and Board of Directors have significant ownership in MasTec common stock, which we believe aligns their interests with those of our other shareholders.

Single class of common stock. Our single class structure is grounded in the “one-share, one-vote” principle, which we believe is aligned with strong corporate governance standards.

Leadership and Governance

Risk mitigation practices. We believe that responsible corporate governance requires great attention to potential business and other risks. As part of our corporate risk mitigation strategy, we regularly assess potential risks and hazards within our business and operations, including potential risks associated with climate change. Risk assessments are performed on an ongoing basis at both the organizational and at the project level.

- We regularly assess and update our risk mitigation programs and practices for potential physical and other hazards within our operations, including for environmental risks such as wildfires and natural gas explosions.
- We use best management practices to incorporate risk mitigation strategies into project planning and execution.

Cyber awareness and privacy matters. We are committed to the privacy of employee, customer and company information and undertake significant efforts to protect this information. We design comprehensive cyber security policies based on the ISO 27001 security framework. We adopt a risk-based approach in our security practice, and we continually evaluate cyber risks to properly safeguard our systems and business operations.

References

More information about our Company, as well as our sustainability and corporate governance initiatives and policies can be found online at www.mastec.com, including:

- *Our Annual Report on Form 10-K and other SEC reports*
- *Our Proxy Statement*
- *Our Code of Business Conduct and Ethics*
- *Our Human and Labor Rights Policy*
- *Our Safety, Health and Environmental Policy*
- *Our Board Committee Charters and Governance Documents*

Note: The content in MasTec’s Sustainability Framework, including documents or reports referred to herein, is based on available information as of December 31, 2019. This report uses certain terms, including those that reflect issues of importance to MasTec and those that we believe are important to our stakeholders. Used in this context, these terms should not be confused with the terms “material” or “materiality,” as defined by or construed for purposes of securities laws, or as used in the context of financial statements and financial reporting. Furthermore, any forward-looking statements contained in this report should not be relied upon as statements of fact, as actual results could differ significantly from expectations. For more information about such statements, please refer to the “Forward-Looking Statements” and “Risk Factors” sections of our Annual Report, which can be found at www.mastec.com.

This material does not constitute an offer to sell securities or a solicitation to buy securities in any jurisdiction. Nothing in this material is incorporated by reference or shall be deemed to be incorporated by reference into the documents that we have filed or will file with the U.S. Securities and Exchange Commission.