



# CORPORATE SOCIAL RESPONSIBILITY REPORT

# 2023



## OUR VISION

To be the professional provider of comprehensive solutions and services for facilities and homes.

## OUR MISSION

To create a workplace where our employees can thrive. To be committed to finding innovative and original solutions thoughtfully and reliably – to meet the specific needs of every customer.

## OUR VALUES

To honor God by serving people with respect, integrity, and compassion.



## COMPANY OVERVIEW

For 80 years, we have been helping families, facilities, and friends throughout the communities we serve. We lead the industry with innovative Home Services, Facilities Solutions, and cutting-edge Mechanical Construction capabilities. Our team of caring professionals provides services in everything from HVAC, plumbing, electrical, and appliance repair, to huge construction projects. We work with homeowners throughout the region, and with clients in government, institutional, commercial, healthcare, and industrial organizations. Our support of non-profit organizations – such as the American Heart Association and Second Harvest Food Bank – is at the very heart of who we are, and why we're here. Our mission – and our expertise – is helping you.

## OUR MISSION, OUR INTENT, OUR "WHY"

A Note from  
Richard C. Perko



## SEASONS OF SERVE

In our region, seasons come, and seasons go. It's one of the things I enjoy about living here; each one bringing the promise of something new, the departing one left behind to be considered.

That's parallel to the way we consider the past seasons of our company. More seasons than not, we enter optimistically, excited about the prospects ahead and the growth we know will occur in our business, and in the lives of our people. It's during our greatest seasons of struggle that we grow and find out who we truly are, and thus through that season, we have found ourselves, "unstoppable."

As we willed that season behind us, we anticipated the one ahead. 2023 with the promise of a new normal, and we had to wonder what that new normal might be.

Our goal was to get back to basics – moving beyond the many years of distraction. The financial goal was to hit a modest and sustainable budget. The customer goal was to serve our customers like never before. And finally, to begin to create a new level of thriving for our employees. These are the things we love, the things that call people to Lee Company, and the opportunity to SERVE.

As we wound down 2023, we again considered the season behind us. We had entered that new normal. We had overcome the struggles that plagued us, and we had once again emerged stronger from our trials. While we are proud of our financial metrics, our best in many years, the real success was in the growth of our people, our leaders, and our culture. That's the kind of growth that only crisis can generate.

2024, our 80th year in business, we've focused once again on our mission to SERVE ... and we have much momentum. If we made a bold statement in claiming we are "unstoppable" last year, it's surely even bolder to say after 80 years, this will be our best season ever!

On behalf of all our employees, I want to thank our great and loyal customers for their continued trust in us, and for letting us serve you for 80+ years.

To our employees, you continue to amaze me with your skill, persistence, and work ethic in meeting the requests from our clients. Not just anyone can do what we do, and you often make it look easy! I'm grateful for you, and I'm proud of your many accomplishments. It is my honor to lead you.

I also want to thank our great leadership team who has worked tirelessly to lead us through our last season so that we might all enjoy the one ahead. Their concern for our customers, employees, and mission is always of the utmost importance. And, to the many leaders before us, who laid the foundation for our success throughout these 80 years, we salute you.

In closing, we give all the glory for our continued success to God and thank Him for His past and continued favor in leading us forward, and for His guiding presence in all we do to succeed.

We remain committed to being the best company we can be, to creating a workplace where our employees can thrive, and to honoring God through our work.

Sincerely,

Richard C. Perko  
President & CEO



# OUR SAFETY CULTURE



## AWARDS – LEADING THE WAY FOR SAFETY

### 2023 Gold STEP Safety Award from the Associated Builders and Contractors (ABC)

STEP is a world-class safety management system that improves safety performance among participants regardless of company size or type of work. Participating ABC member firms measure their safety processes and policies on 25 key components through a detailed questionnaire with the goal of implementing or enhancing safety programs that reduce jobsite incidents. We're honored to receive this award since we believe safety is one of our core values!

Since 1996, we've received dozens of ABC Excellence in Construction awards.

### Quantifying how many accidents we've prevented is challenging:

Common industry metrics measure things that have happened. Our safety numbers are trending in the right direction, and here is what we're doing to continually improve safety.

- Team members are encouraged to report near misses and take actions to prevent incidents and injuries.
- Employees openly share their safety improvement ideas.
- Team members have a voice in jobsite personal protective equipment (PPE) selection.
- Accountability is ensured through safety stand-downs and toolbox talks (weekly jobsite meetings focusing on safety practices).
- We continuously research new ways to measure safety.
- Employee-led safety teams promote safety best practices to their peers.

# SAFETY IS A CORE VALUE EMBRACED BY OUR LEADERSHIP AND TEAM MEMBERS. OUR GOAL IS FOR OUR EMPLOYEES TO GO HOME SAFELY EACH DAY.

"In order to make safety a core value, our health and safety strategy must be aligned with the business strategy. Excellence in safety is about achieving great results and sustaining them."

Greg Coleman,  
Director of Safety



### 24+ Hours of Safety Training Annually

We don't just talk the talk. We walk the walk. We provide 24+ hours of safety training per employee, per year.

### 12 CPR Classes Annually

We offer monthly CPR classes to all employees, ensuring our people are prepared to act in an emergency.



### 52 Toolbox Talks Per Year

Weekly jobsite meetings are held to ensure our team members are observing updated safety practices and to gather timely feedback.

### 250+ Safety Start Huddles Per Year

Daily leadership-led meetings are held so each team member has knowledge of tasks, awareness of hazards, and starts the day right.

	2022 LEE COMPANY AVERAGE	2023 LEE COMPANY AVERAGE	INDUSTRY AVERAGE
TRIR	1.54	1.83	3.1
DART	0.94	0.90	1.3
LWC	0.47	0.40	1.4

All data is measured in increments of 100 employees.

TRIR: Total Recordable Injury Rate\*  
DART: Days Away and Restricted Time Rate\*\*  
LWC: Lost Work Case Rate\*\*\*

\*The TRIR is a measure of injuries that were serious enough to require treatment by a medical professional.  
\*\*DART measures injuries that were serious enough to require time away from work or injuries where the employees' activities are restricted to less than their routine job scope.  
\*\*\*LWC is a measure of injuries that are serious enough to require time away from work.



WE DESIGN IT. WE FAB IT. WE BUILD IT.



One of our industrial clients came to us with a messy problem on a silver platter. Using smart technology and innovative solutions, we were able to solve their water contamination issue by replacing pumps, heat exchangers, cooling sources, and piping. We added variable speed drives, and reused an on-site chiller for cost savings. Automation upgrades enabled remote monitoring, and in just two weeks during Christmas, our expert team delivered an efficient, cost-effective solution, ensuring long-term success!

**DESIGNING:**  
Virtual Construction and Design

Our Virtual Construction Group works with architects, engineers, and designers, along with members of our sales and finance team, to understand each project's construction goals, plans, and budgets. Because of pre-planning and preparation, we save time and resources as we effectively build a city.

**FABRICATING:**  
It Happens in Our Manufacturing Facility

Using Building Information Modeling (BIM) and other technology, our experienced team takes the designer's intent and makes it "fabricable." Coupling the data and incorporating safety techniques, we can effectively fabricate and deliver pre-built products to multiple jobsites.

- Our Vicon coil line allows us to produce ductwork 5x faster than in previous years.

**1.6+ MILLION POUNDS** of sheet metal are produced per year in our manufacturing facility.



**BUILDING:**  
We Shape Skylines

We build the mechanical systems in pieces, put them on a cart, and deliver them to the jobsite at the appropriate time. Our logistics crew transfers them to the next area, so the craftsmen have them readily available. By optimizing the delivery of materials to the jobsite, our quality and productivity improve.

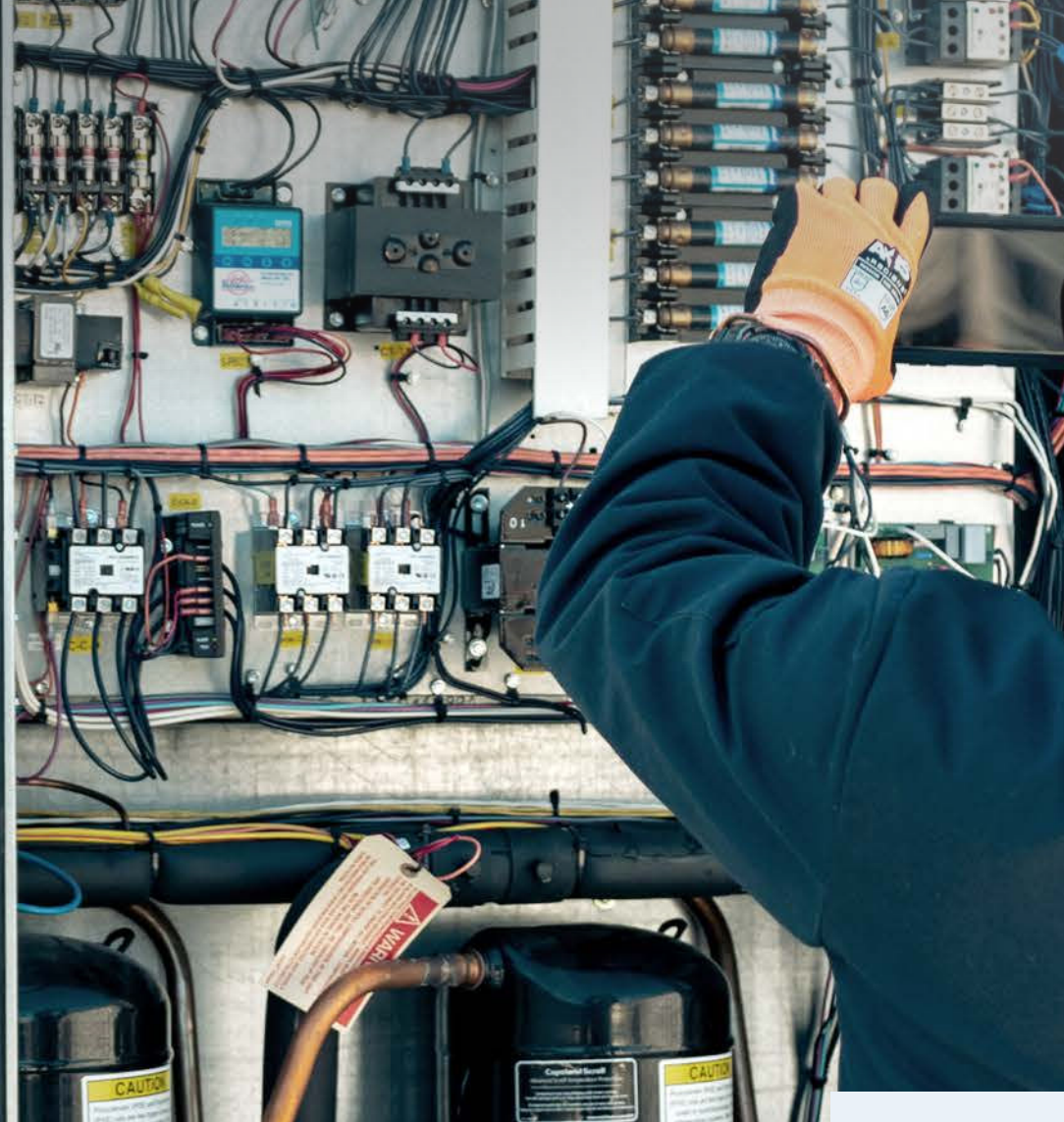
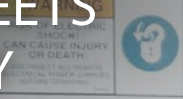
- In addition to saving time, we put fewer vehicles on the road, creating less impact on the environment.

With our virtual construction team, we're also using innovation to attract a new generation of construction professionals. Our team is comprised of women and men ranging from 20 to 60 years of age. Their education and career backgrounds are equally diverse; we have team members who have transitioned from our manufacturing facility to virtual construction, others with high school drafting class experience, all the way to degrees in computer drafting and mechanical engineering.



# EXPERTISE MEETS TECHNOLOGY

DOAS-1



53,118 ALERTS RECEIVED



954 TECHNICAL SUPPORT CASES



## OUR TEAM IS VIRTUALLY THERE: On demand experience

Our virtual support team focuses on what matters to our customers by combining years of experience with leading technology. Utilizing telepresence, remote monitoring, vibration analysis, and data collection, our team delivers solutions in real time to reduce downtime for our customers.

Our predictive analytics software analyzes data gathered from a Building Automation System. We review it and inform our customers about issues while providing solutions. During the pandemic, whether the buildings were occupied or closed, our customers had peace of mind that their HVAC equipment was operating as intended.

## 331 LEESTAT CASES



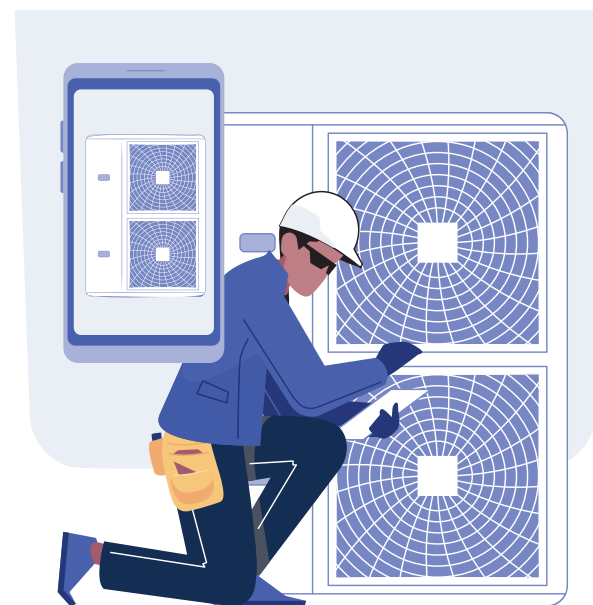
### LEESTAT: Not on site? We can be!

Our LeeStat technology is a smart thermostat system which provides round-the-clock remote monitoring, under the watchful eye of our experienced professionals.

## INSIGHT: You see what we see

Through our visual findings platform we take a homeowner or facility customer along. We believe that transparency builds trust, so we deliver it with every service call.

1,689,831 PHOTOS  
119,645 VIDEOS





# SECOND HARVEST

FOOD BANK OF MIDDLE TENNESSEE



## GIVING BACK TO THE COMMUNITIES AND WORLD THAT GIVE US SO MUCH

At Lee Company, giving back to the community is part of our heritage and our heart. We don't talk much about it, because we're not donating time, money, or expertise to garner praise: We give back because it's the right thing to do. Of course, if telling the story of our philanthropy spurs others to give back, or sparks an idea on how to move forward, we're delighted to share.

One way we've invested in change is through vocational training and by supporting programs that help people re-enter the workforce. We've seen firsthand how investing in these causes impacts lives.

For example, we've partnered with ShowerUp, an organization serving the homeless population, to provide shower services and personal care. We're honored to help people who are experiencing tremendous difficulties feel better and gain confidence. We've seen the difference a shower and haircut make, as those who've been homeless gain the courage needed to take their next step. We also work alongside the Nashville Rescue Mission on programs that offer dignity and restored hope for the local homeless community.

### WHY DO WE DO IT?

Our mission is to create a place where our employees can thrive, and we believe that the importance of thriving does not stop at our doors; it extends into our community.

### PHILANTHROPY: FOOD, JOBS, AND SECOND CHANCES

**25 years of partnership with Men of Valor.** Their mission is aligned with ours: We both believe in second chances.

**24 years of supporting Second Harvest Food Bank.** Employee-led Vans4Cans food drive contributions since 2010: **449,467 pounds**

**26 construction and fabrication employment opportunities** resulting from our partnership with Tennessee Prison Outreach Ministry and Hope Center Ministries.

### COMMUNITY SUPPORT: SPORTS AND MORE

One way we give back is by contributing to local schools. We appreciate the value in education and the various programs that help our youth. It's good for kids to feel they are part of something, and we're glad to serve as a sponsor and supporter.

**Sponsored 50 schools in multiple regions.**

**Participated in 36 school career events.**

**Hosted job shadowing for 16 students.**

## CREATING A PLACE WHERE OUR EMPLOYEES CAN THRIVE



Each employee, each career at Lee Company, represents a unique opportunity for growth, success, and happiness. The list of possibilities goes on and on: From training, to volunteering, to mentoring, and beyond. We stand by our commitment to support employees on their personal and professional journeys. Through the years, we've seen that employees not only thrive when they find work/life balance and job fulfillment, they also gain more capacity to give back to their communities.

Our goal is for our people to retire with confidence from a job they truly enjoyed, a job that made a difference for their family and friends, along with their company, colleagues, customers, and community.

### WE INVEST IN EACH OTHER

As a member of the Lee Company family, every employee is encouraged to learn, grow, and thrive. Every group and specialty area of our company offers opportunities for growth and education.

We value the art of mentorship and encourage employees to find subject matter experts to learn from. We also encourage our experienced experts to share their information and knowledge with newer employees. The lessons and skills people learn here set them up for lifelong success.

### Trade-specific learning opportunities

Lee Company University is a unique job benefit and tremendous opportunity. All employees have access to free technical training while building toward a

journeyman's license in their preferred trade. Each graduate receives a National Center for Construction Education and Research (NCCER) certification.

**72 Lee Company University graduates completing 94 classes**

**17 expert instructors**  
**14 different classes with 4 trades:**

Electrical, HVAC, Plumbing, Welding, plus CORE and Project Management

### Non-trade specific learning opportunities

**Leadership Academy**  
**S.T.E.P. (Success Through Exploring Possibilities)**

These programs help employees advance and develop their careers by exploring the opportunities and responsibilities of various supervisor and managerial roles.

**2023 Graduates:**  
**12 Leadership Academy**  
**32 S.T.E.P.**

### WORKDAY Learning

Four years ago, we launched a multi-tiered learning system for our people. This included on-demand, self-paced, and virtual training videos to foster professional growth. We also enabled our teams to upload their own training videos, allowing trainees to become trainers.



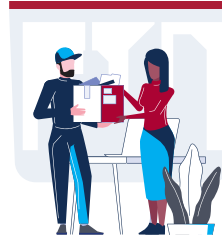
## IMPACTING OUR COMMUNITY

### SkillBridge Program

We partnered with Department of Defense to create opportunities for development for veterans under their last six months of their service. One employee was hired through this program.

### The Lee Emergency Assistance Fund (LEAF)

This fund provides financial help to Lee Company employees who experience a personal or family tragedy. Each employee can contribute to the program and the company matches employee contributions.



**\$119K+ GIVEN TO LEE COMPANY FAMILIES**



**8 SKILLBRIDGE RECRUITS WORKING WITH US**



**\$482K+ WELLNESS INCENTIVE BONUSES PAID**

### Archer Health

918 employees signed up to receive Archer Health Biometric Screenings which resulted in free (employee only) health insurance for the year!

### Our leadership team serves on a number of non-profit boards including:

Williamson Inc. (Williamson County's Chamber of Commerce), Franktown Open Hearts, Iron Sharpens Iron, Fellowship of Christian Athletes, College Grove Recreation Association, In His Grip, Love Helps, Young Leaders Council, W.O. Smith Music School, Construction Financial Management Association, and The Joseph School

## LEE COMPANY CARES

This is an initiative we've created to support three areas of impact in our communities:

### FOOD INSECURITY

We provide food for our neighbors, so they don't go to bed hungry.

### SECOND CHANCES

We believe in second chances by providing opportunities for a fresh start in life.

### HEALTH AND WELL-BEING

We support wellness organizations who focus on providing good health education to the world.

### STAY TUNED FOR UPDATES IN 2024!

# SERVING NEW COMMUNITIES

As our company grows, so does our footprint, which provides more jobs and local services to our expanding communities.

WE ARE HONORED TO SUPPORT THESE ORGANIZATIONS AND MANY MORE AS PART OF OUR COMMITMENT TO COMMUNITY ENGAGEMENT.

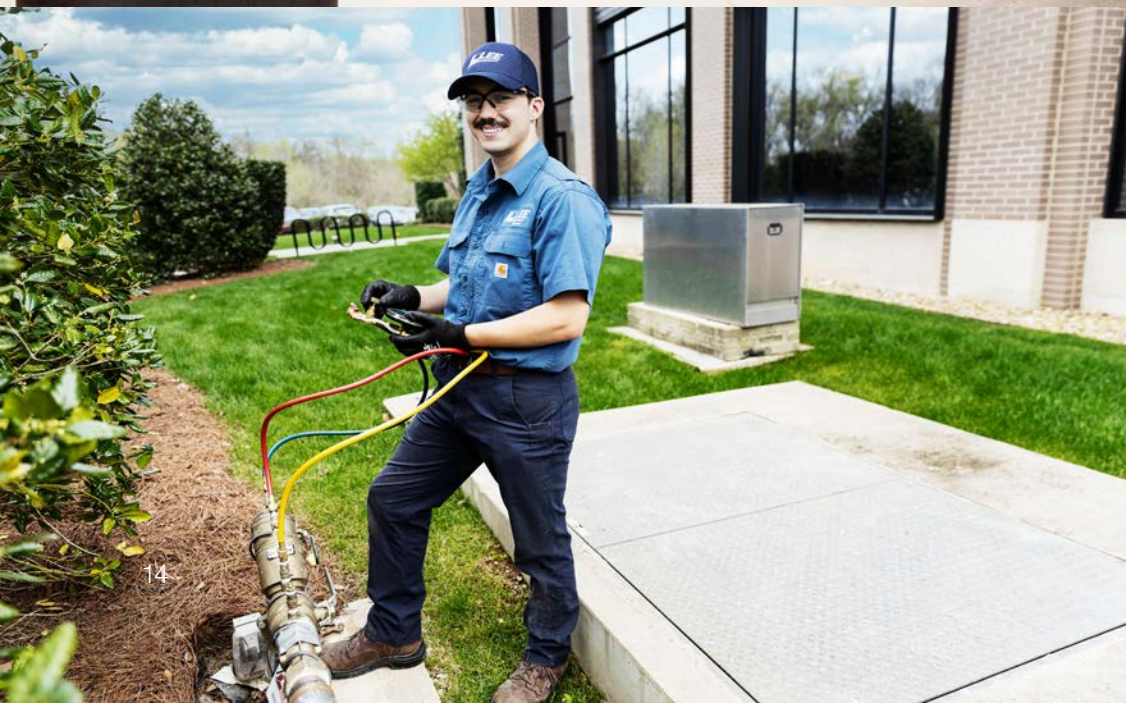
23rd Psalm Ministry  
4:13 Strong  
A Soldier's Child  
Associated Builders and Contractors  
ACE Mentor Program of Greater Nashville, Inc.  
African American Heritage Society of Williamson County  
African Leadership  
Alive Hospice  
Amelia's Closet  
American Heart Association  
American Lung Association  
American Red Cross  
Backfield in Motion  
Barefoot Republic Camp  
Beacon Center of TN  
Begin Anew of Middle TN  
Belmont University  
Best Buddies of Middle Tennessee  
Big Oak Ranch, Inc.  
Blue Monarch  
Boy Scouts of America  
Boys & Girls Club - Maury County  
Brentwood Academy  
Brentwood Endurance Athletic Team  
Brentwood Rotary Club  
Build & Learn, Inc.  
Cable Foundation  
Caleb Company  
Center for Courageous Kids  
Chaplains Collective  
Cheatham County Veterans

Children of Hope  
Chosen Children Ministries  
Christ Presbyterian Church  
Christian Education Group  
Citizen's Committee  
Community Outreach Ministries  
CRMC Foundation  
Cul2vate  
Downtown Rescue Mission - Huntsville  
Exchange Club of Donelson  
Family Affair Ministries, Inc.  
Fathers in the Field  
Fellowship of Christian Athletes  
Franklin Firefighters  
Franktown Open Hearts  
Fraternal Order of Police - M. Heithcock  
Friend2Friend Book Project  
Friends of Franklin Parks  
Gateway Church  
Grace Christian Academy  
GraceWorks Ministries  
Habitat for Humanity  
Hands On Nashville, Inc.  
High Hopes Development Center  
Hope Clinic for Women  
Hospital Hospitality  
IHS Global  
In His Grip Ministries  
International Justice  
Juvenile Diabetes Research Foundation  
Jeanenne Thompson Foundation  
Justice & Mercy International  
Kids to Love Foundation

Lighthouse Christian Camp  
Lipscomb University  
Living Sent Ministries  
Love Helps  
Maury Regional Healthcare Foundation  
Men of Valor  
Mission 615  
Mission of Hope - Haiti  
Motor Racing Outreach  
Mustard Seed Ranch  
Nashville Predators Foundation  
Nashville Rescue Mission  
Nashville Youth for Christ  
National MS Society, Mid South Chapter  
National Right to Work Legal Defense & Education  
New Hope Academy  
One Generation Away  
Operation Andrew Group  
Our Kids, Inc.  
Polycystic Kidney Disease Foundation  
Place of Hope  
Prayer Breakfast Nashville  
Preston Taylor Ministries  
Rocketown  
Ronald McDonald House  
Room in the Inn  
Rise Up Grundy  
Salvation Army  
Special Olympics  
Young Life



OUR WORK & OUR PEOPLE







CORPORATE SOCIAL  
RESPONSIBILITY REPORT

2023