



2021

Sustainability Report

SUSTAINABILITY



TABLE OF CONTENTS

Introduction

- 4 Leadership's Commitment to Sustainability
- 5 Reflections on the COVID-19 Pandemic
- 6 About Us
- 8 MasTec Culture, Mission and Core Values
- 10 Sustainability Governance and Stakeholder Engagement

Business Model

- 13 Investing in a Sustainable Future
- 14 Clean Energy Infrastructure
- 17 Electrical Transmission and Distribution Infrastructure
- 20 Telecommunications Infrastructure
- 23 Energy and Water Pipeline Infrastructure
- 23 Carbon Initiatives
- 24 Emergency Restoration and Community Impact

Employee Safety, Health and Wellness

- 28 Employee Safety, Health and Wellness
- 30 Safety and the COVID-19 Pandemic
- 31 Safety Performance and Culture
- 37 Safety Memberships and Awards
- 40 Employee Health and Wellness
- 43 Team Culture, Training and Development
- 48 Diversity and Inclusion

Environmental Stewardship

- 53 Environmental Stewardship
- 54 Environmental Policies and Programs
- 55 Environmental Initiatives and Conservation Efforts
- 58 Carbon Emission Reduction Initiatives
- 60 Sustainability Recognition

Community and Social Matters

- 62 Community and Social Matters
- 63 Community Building and Outreach Efforts
- 65 Military and Veteran Outreach Efforts
- 67 Local Community Initiatives

Leadership and Governance

- 70 Leadership and Governance
- 72 Governance Principles and Processes
- 74 Board and Management Structure
- 76 Risk Management and Board Oversight
- 78 Cyber and Privacy Matters

Appendices

- 80 SASB Framework: Engineering and Construction Services
- 84 TCFD Framework
- 90 Selected Assumptions and Computation Details
- 91 References



Sustainability principles and practices are embedded within our strategy, risk management and day-to-day operations.

LEADERSHIP'S COMMITMENT TO SUSTAINABILITY

As a leading infrastructure construction services provider, we are committed to conducting our operations in a safe, diverse and socially 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 report summarizes our commitment to sustainability, along with our framework of programs and initiatives.

Our Nominating, Sustainability and Corporate Governance Board Committee has oversight of our corporate responsibility for sustainability matters, including environmental, social and governance principles and climate-related issues. We also have detailed policies on Human and Labor Rights and Safety, Health and Environmental matters.

Details of our Nominating, Sustainability and Corporate Governance Board Committee charter,

our Code of Business Conduct and Ethics and these policies can be found on the Corporate Governance webpage of our website at <https://investors.mastec.com/corporate-governance>.

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



José R. Mas, CEO

December 2021

REFLECTIONS ON THE COVID-19 PANDEMIC

For MasTec, the COVID-19 pandemic brought renewed focus to the meaning of the word “essential,” and to the term “disaster.” Historically, behind the recovery efforts from natural disasters such as hurricanes or tropical storms, you have seen teams of MasTec employees lined up to restore electricity, repair communications and rebuild power sources. MasTec employees are essential to providing the power, communications and other services that we depend on every day: power for our homes, energy for our cars and communications for our phones and computers. The COVID-19 pandemic has been a different kind of disaster – where the streets became empty, businesses were closed, and we were required to stay six feet apart from one another.

Yet during this pandemic, our services proved to be more critical than ever. With so many people suddenly displaced and working from home, networks became overloaded. Video calls and remote connectivity became the norm, causing an exponential increase in demand for internet services. Hospitals needed critical infrastructure to provide life-saving medical care; doctors needed telecommunications to be able to make conference calls during critical procedures; the food industry needed power to be able to cook and keep food cold.

Businesses needed telecommunications infrastructure to keep their systems connected. And, as MasTec has done so many times before, we put on our boots and got to work. The phrase “front line workers” isn’t new to MasTec. We have had front line workers since the day MasTec was founded. We are accustomed to meeting critical needs in critical times. Our field crews, and all the people of MasTec, step up even while putting themselves at risk, because what we do is essential to keeping our communities operating and safe. It’s hard work, but we are good at it.

It is a great privilege to be considered an essential service provider and to have such a resilient, creative and committed workforce. I have never seen such a dedicated group of people as we have at MasTec. Always looking out for others and always pitching in to help. I am proud to lead such a dedicated workforce, and one that rose to the challenge during our country’s time of need.

Our operations have exhibited tremendous resiliency during the COVID-19 pandemic, and our team has again safely delivered. As our country navigates through the effects of the COVID-19 pandemic, as well as the transition to a low-carbon economy, we are committed to working together with our customers to upgrade our nation’s infrastructure – to building better, stronger and more versatile infrastructure to meet the opportunities and challenges of our nation’s future.



José R. Mas, CEO

MasTec companies have been involved in some of the largest and most complex infrastructure construction projects across the country.

We are a leading infrastructure construction company operating mainly throughout North America across a range of industries. Our primary activities include the engineering, building, installation, maintenance and upgrade of communications, energy, utility and other infrastructure, including wireless, wireline/fiber and customer fulfillment activities; power generation infrastructure, primarily from clean energy and renewable sources; electrical utility transmission and distribution infrastructure; pipeline infrastructure services; heavy civil; and industrial infrastructure. Including our predecessor companies, we have been in business for over 90 years. We are proud to be ranked among the top specialty contractors by Engineering News-Record and a Fortune 500 company.



Our experience has given us a deep and comprehensive understanding of the markets we serve, as well as the ability to effectively manage people, projects and equipment, proactively identify challenges, avoid pitfalls and overcome obstacles to meet expectations for schedule, budget, safety and environmental stewardship. Sustainability principles and practices are embedded within our strategy, risk management and day-to-day operations.

As a culture, our focus on innovation and smart solutions colors everything we do. We're always looking for ways to increase efficiency in projects and within our own organization. We work to stay at the forefront of safety and environmentally-responsible construction to support safety and deliver quality work and service. With offices across North America, a workforce of nearly 25,000 skilled professionals as of September 30, 2021 and an extensive fleet of specialized construction equipment, MasTec has the resources required to handle even the most complicated jobs. Our geographic reach, scalability and overall financial stability also enable us to meet our customers' changing needs.

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 and we are eager to partner with our customers in the transition to an inclusive and low-carbon economy.

Guided by experience. Empowered by resources. Driven by innovation. Committed to a sustainable future.

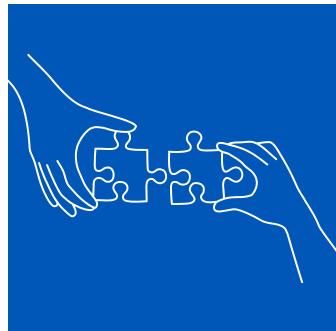
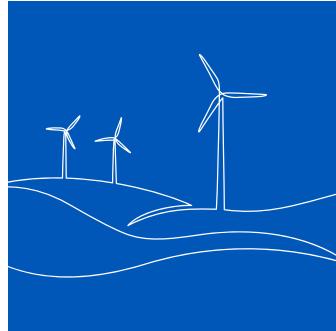
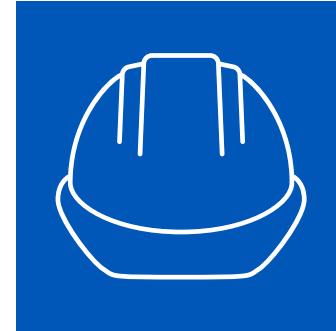
ABOUT US



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 all 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 a diverse, inclusive and injury-free environment.



Our Core Values

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 once again have been named as one of Fortune Magazine's World's Most Admired Companies in 2021.

Our Approach to Sustainability Governance

We believe that sustainability is central to our mission and success. The Nominating, Sustainability and Corporate Governance Committee of the Board of Directors has oversight of sustainability-oriented matters for MasTec, including overseeing and periodically reviewing MasTec's integration of corporate responsibility and sustainability, including environmental, social and governance ("ESG") principles and climate-related issues, into our business strategy and decision-making processes.

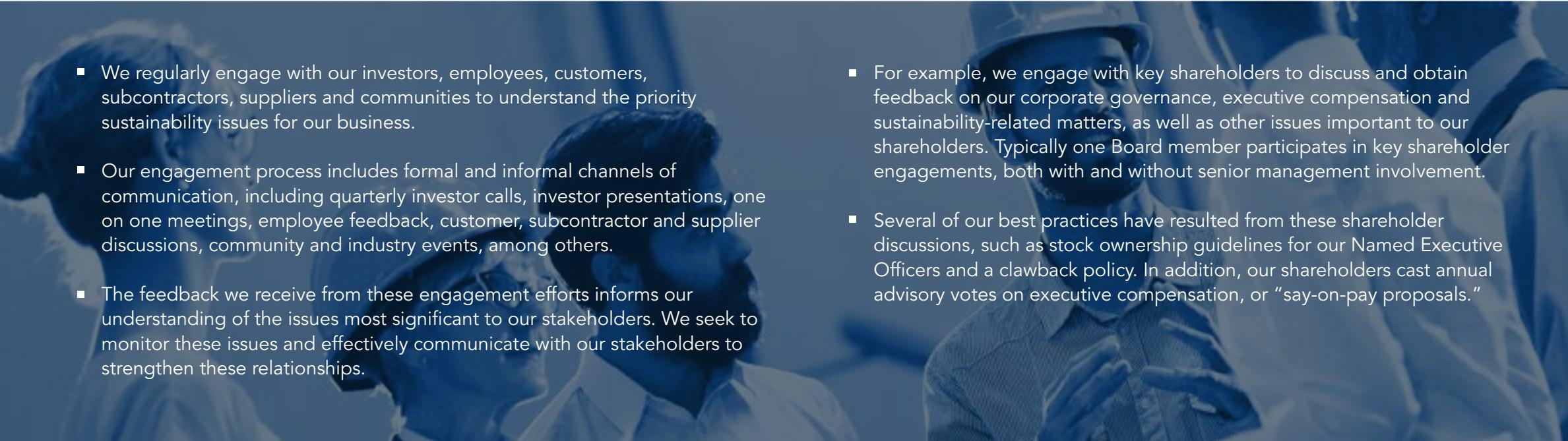
Sustainability Standards Alignment

Our Sustainability Report includes our initial assessments of the concepts and disclosures under the Sustainability Accounting Standards Board ("SASB") for the Engineering and Construction Services Industry and the Task Force on Climate-Related Disclosures ("TCFD"). We are continuing to develop our processes and reporting for sustainability-related matters as we develop and expand our sustainability reporting efforts. See appendix for related SASB and TCFD reference tables.



Stakeholder Engagement

Stakeholder engagement is a key element of our sustainability efforts and communications. Our proactive stakeholder engagement practices provide us with valuable insight and feedback throughout the year.



- We regularly 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.
- For example, we engage with key shareholders to discuss and obtain feedback on our corporate governance, executive compensation and sustainability-related matters, as well as other issues important to our shareholders. Typically one Board member participates in key shareholder engagements, both with and without senior management involvement.
- Several of our best practices have resulted from these shareholder discussions, such as stock ownership guidelines for our Named Executive Officers and a clawback policy. In addition, our shareholders cast annual advisory votes on executive compensation, or "say-on-pay proposals."

**Investment in sustainable
business opportunities is a key
component of our business
strategy for future growth.**



INVESTING IN A SUSTAINABLE FUTURE

Through the Construction 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 clean energy footprint and the transformation of our electrical grid and pipeline infrastructure.

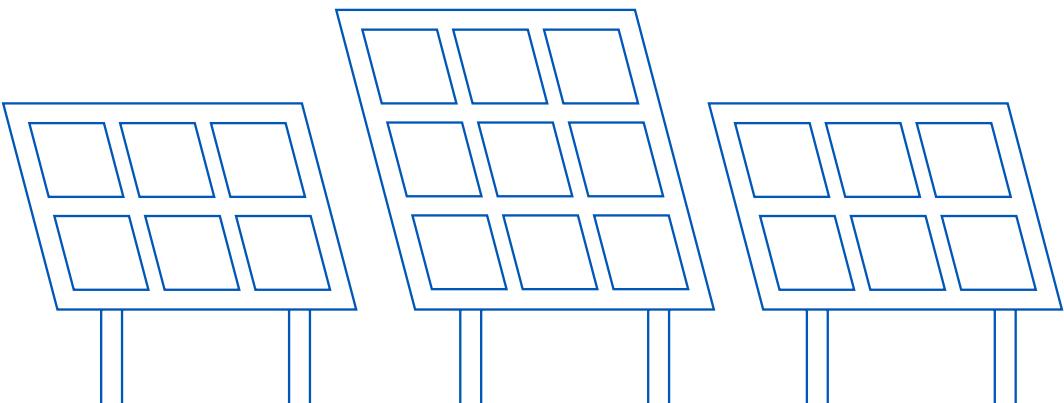
The Telecommunications and Install-to-the-Home Services we provide are also expected to play a key role in expanding connectivity to and within homes and communities, including in rural areas, facilitating the transformation to an inclusive and sustainable future.



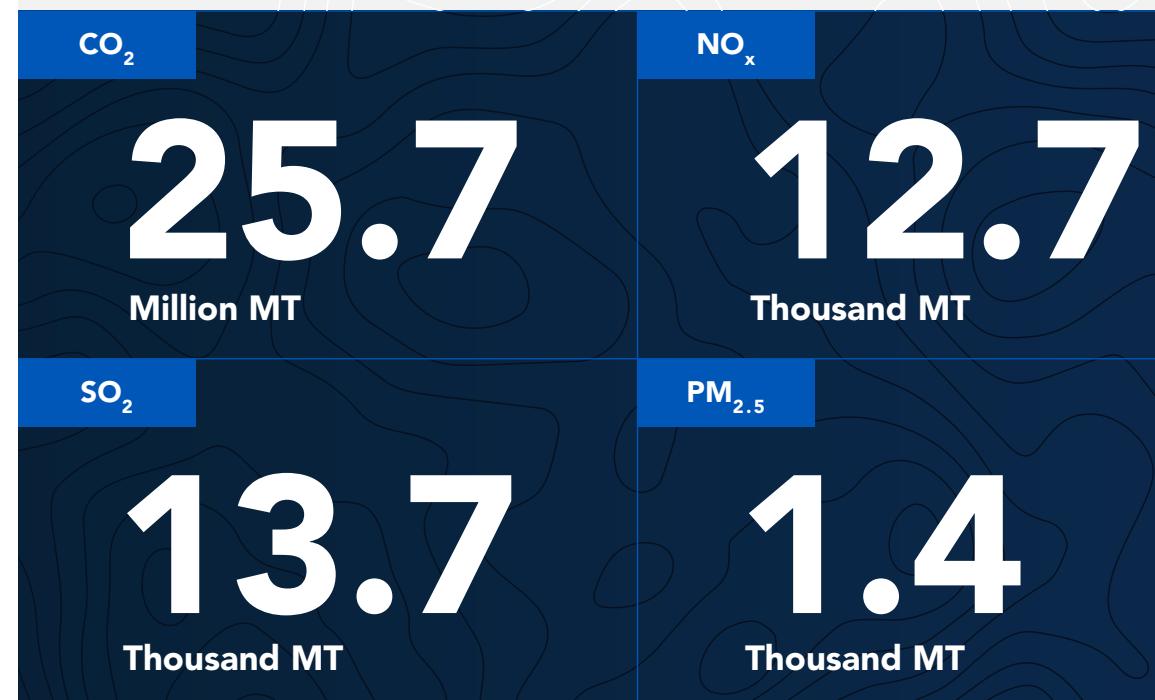
Clean Energy Infrastructure

As one of the largest clean energy contractors in North America, we are committed to working with our customers to advance the energy transition to a lower carbon economy. Our clean energy and infrastructure group provides engineering, procurement and construction services and project management solutions to the power market, with services across wind, solar, biofuels, waste-to-energy (WtE) and biogas, cogeneration or combined heat and power projects, gas and hydrogen-fired power projects and battery storage.

Through 2020, our clean energy and infrastructure group has completed wind and solar projects with an installed capacity of approximately 13 GW. The energy generated from these renewable power sources is equivalent to the electricity required to power approximately 5 million homes annually. Additionally, the carbon emissions avoided from the use of energy generated by our wind and solar projects is equivalent to the carbon emissions produced by approximately 6 million passenger vehicles annually.



The energy generated from the installed capacity of our wind and solar installations is equivalent to emission reductions totaling approximately:



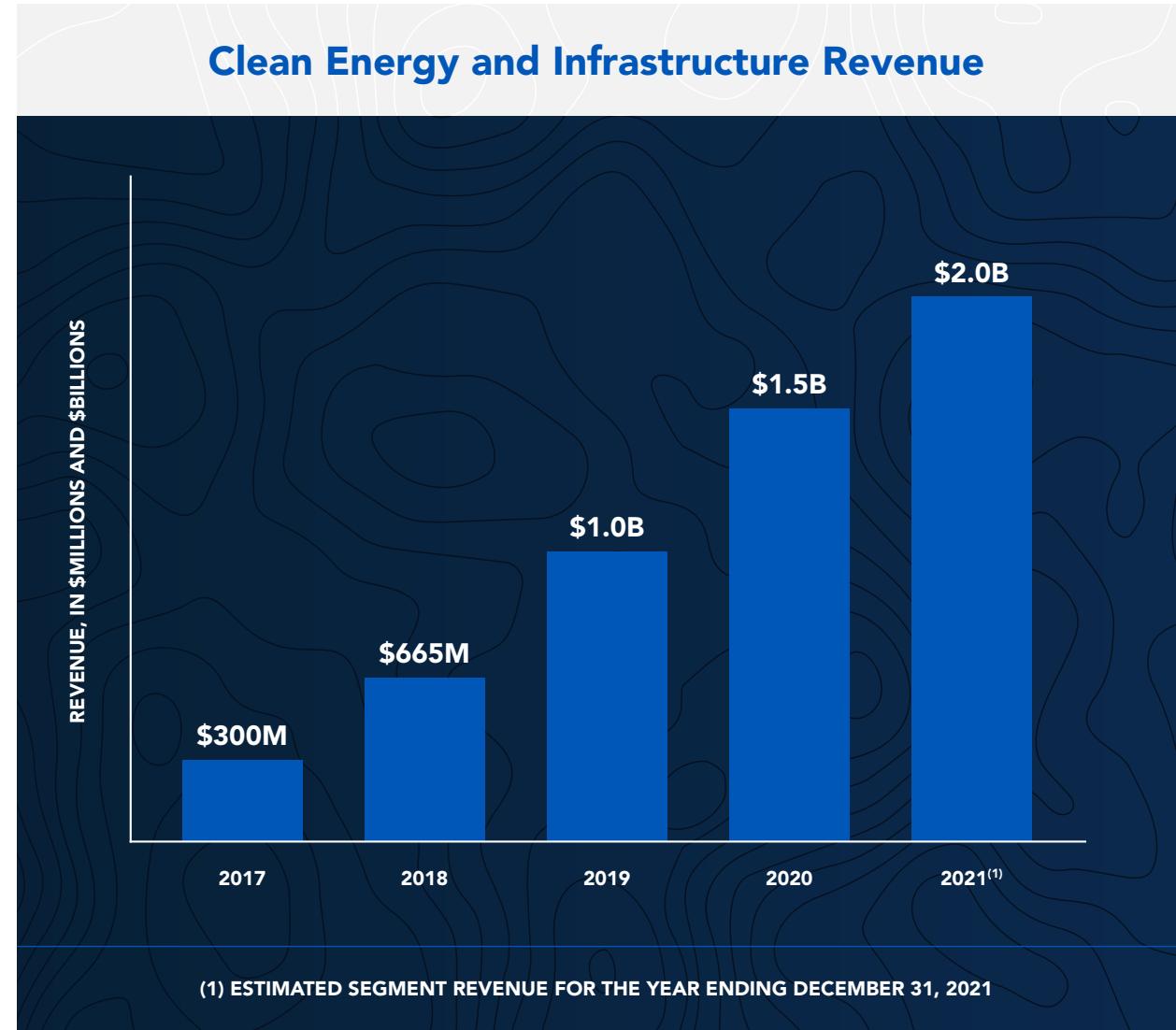
[See computation details and assumptions on page 90.](#)

INVESTING IN A SUSTAINABLE FUTURE

We continue to invest in our clean energy and infrastructure group, which has grown significantly from \$300 million in revenue for 2017 to approximately \$2 billion in expected revenue for the year ending December 31, 2021.

Since the beginning of 2020, we have added approximately 2,000 team members to this segment as we continue to add talent and resources to meet the increasing demand for our services. As interest in climate change solutions continues to increase, including decarbonization of power generation, we anticipate expanding growth opportunities in our clean energy and infrastructure group. Given these trends, we anticipate that our clean energy and infrastructure group will continue to significantly expand and approach 30% of our total revenue over the next several years.

As the percentage of energy generation from renewable sources increases, we believe that demand for reliable baseload generation and/or battery storage will increase. We provide services in baseload gas generation, renewable biofuel projects and battery storage facilities. For example, we are currently constructing a dual-sourced natural gas and hydrogen-fired plant that is replacing an existing coal plant, which we expect to be among the most fuel-efficient and lowest carbon emission plants built. While this plant will run on natural gas, its turbine will be capable of burning a mixture of natural gas and hydrogen, establishing power generation flexibility and further reducing its carbon footprint.



INVESTING IN A SUSTAINABLE FUTURE

A significant increase in clean energy investment is not only expected from traditional clean energy customers, but also from non-traditional customers as they begin to pursue decarbonization initiatives. For example, companies in the oil and gas industry have recently announced targets to reduce their carbon emissions or to achieve net zero emissions through investments in carbon capture facilities and environmentally-friendly renewable fuel sources. We are well-positioned to work with these customers on their infrastructure efforts in support of their low-carbon and decarbonization goals.

We believe that great opportunity lies ahead as we help our customers address these changing market demands in the transition to a low-carbon economy. Our greatest strength has always been our ability to understand the trends in our industry and our customers' needs, together with our commitment to building strong business partnerships. We look forward to partnering with our customers to help them achieve their sustainability, carbon reduction and carbon-free goals.



Electrical Transmission and Distribution Infrastructure

We believe the nation's electrical transmission and distribution grid infrastructure will require significant capital investment to support the transition to low-carbon renewable power sources and the electrification of vehicles. We build the infrastructure that connects our nation's power generation sources to consumers, including infrastructure solutions that provide access to 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 that will contribute to the diversification of power generation sources in the future.



INVESTING IN A SUSTAINABLE FUTURE

One of our divisions recently rebuilt a 115kV transmission line, replacing wooden structures and conductors with modern equipment. The new line will be less susceptible to outages caused by infrastructure failure and will promote greater electrical generation diversity, including from renewable energy sources.

Portions of the line fall within wetlands and sensitive environmental areas, which have stringent guidelines. Project details and plans undergo rigorous reviews to gain approval, and environmental specialists monitor all locations to ensure that sensitive areas are protected from harm. The work involves the use of timber mats, which are floating platforms made of logs. These mats float across the wetland, leaving wildlife and flora beneath the surface undisturbed.

INVESTING IN A SUSTAINABLE FUTURE

We believe that changes in electrical distribution needs, led by grid modernizations and hardening, together with increased electric vehicle usage, will significantly increase last mile electrical distribution activity.

To address these growing needs, in 2021, we expanded our electrical distribution capabilities and footprint with the acquisition of INTREN. INTREN, which has been a key player in the expansion of the nation's critical distribution needs, has approximately 2,000 employees and shares MasTec's culture of quality, safety, innovation and inclusion with a strong emphasis on hard work, commitment to customer service and employee empowerment.



Telecommunications Infrastructure

We build wireless and wireline/fiber infrastructure that connects communities and improves communications infrastructure across our nation. The COVID-19 pandemic has accelerated demand for wireline and wireless infrastructure to support telecommuting and tele-learning activities, among others. Technological advances that improve speed, connectivity and bandwidth across our nation, including in dense urban areas and in rural communities, are expected to serve as the foundation for transformative technological innovations, including 'Smart City' and urbanization projects and advances in connected technologies.

The faster speeds and reduced latency associated with 5G will serve as the foundation for transformative technological innovations, such as connected cars, robotics, telematics, healthcare, industrial applications and entertainment, which have the potential to improve living standards across all communities as well as to reduce our nation's carbon footprint. We are participating in the buildup of the nation's 5G telecommunications infrastructure, helping to revolutionize telecommunications technologies. We are also proud to have participated in the buildup and expansion of FirstNet™, the nation's first wireless official public safety network for first responders.



INVESTING IN A SUSTAINABLE FUTURE

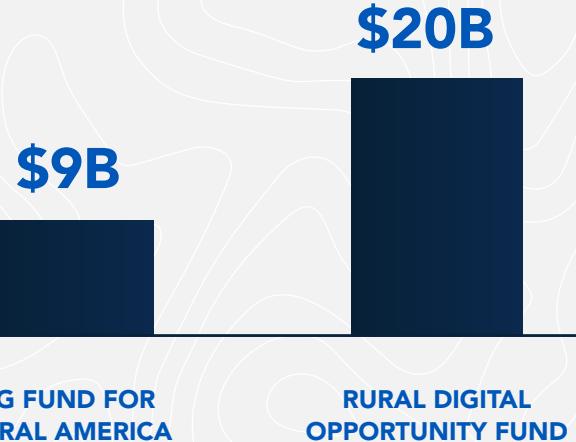
We believe that connectivity to and within all communities across our nation is key to inclusive and sustainable technological and economic development, and in support of this belief, we have served the rural telecommunications market for over 25 years. Recent developments to support planned increases in telecommunications investments include the expansion of spectrum through C-band auctions, the Rural Digital Opportunity Fund, which will provide \$20 billion of funding over the next 10 years to build and connect gigabit broadband speeds in underserved areas, and the 5G Fund for Rural America, which will provide up to an additional \$9 billion of funding over the next decade to bring 5G wireless broadband connectivity to rural America.

We believe that these, among other expected developments in telecommunications, will revolutionize telecommunications technologies and the consumer experience, and we feel privileged to be among the companies who will transform our nation's telecommunications infrastructure, building a stronger, more versatile and resilient network and connectivity capabilities.



Recently announced government funding programs designed to bring broadband speeds and connectivity to rural and underserved areas:

EXPECTED PROGRAM INVESTMENT
OVER THE NEXT DECADE



SmartConnect Program

Recently, we launched our “SmartConnect” program through our Advanced Technologies division. This program enables our technicians to provide customers the latest technology, smart-home products and in-home services, including nest thermostats, video doorbells and security cameras, as well as technology and home entertainment assistance.

During the COVID-19 stay-at-home requirements, our teams became a trusted resource as in-home experts, as they were stocked with product and available to install when retail establishments were closed. Our Advanced Technologies division sent crews to the Lake Charles, Louisiana, Corpus Christi and Beaumont, Texas areas following the devastating hurricanes of 2020, helping customers get their services restored.



Energy Pipeline Infrastructure

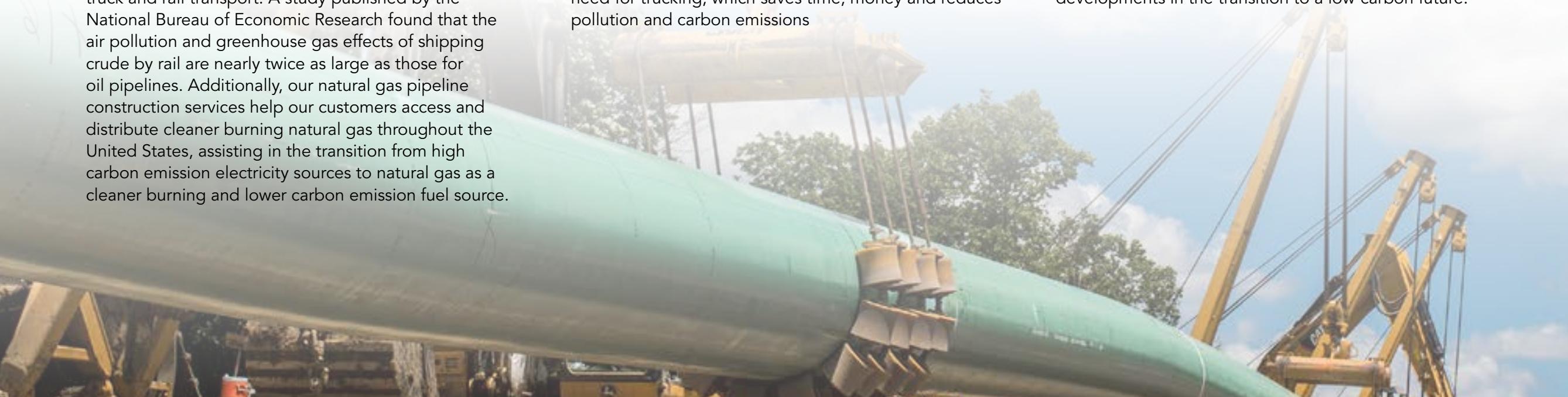
Investments in pipeline integrity and line maintenance promote environmental and public safety, including methane reduction initiatives, while enhancing the safety, productivity and life of our customers' assets. Pipeline infrastructure also provides a lower carbon emission and environmentally safer transportation alternative for oil and gas products versus traditional truck and rail transport. A study published by the National Bureau of Economic Research found that the air pollution and greenhouse gas effects of shipping crude by rail are nearly twice as large as those for oil pipelines. 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.

Water Pipelines

Our water pipeline services increase the efficiency of water used in energy field operations in an environmentally focused manner. We build expansive water pipeline gathering networks, which allow for the recycling of water, thereby reducing freshwater requirements as well as the amount of water disposed. Additionally, the use of water pipelines reduces the need for trucking, which saves time, money and reduces pollution and carbon emissions

Carbon Initiatives

Developing trends in decarbonization and carbon emission reductions are creating demand for carbon capture technologies, biofuel generation and electricity generation utilizing environmentally-friendly green and blue hydrogen. Pipeline infrastructure is expected to play a key role in this transformation and we believe that we are well positioned to support these market developments in the transition to a low-carbon future.



EMERGENCY RESTORATION AND COMMUNITY IMPACT

We are proud to work with and support communities affected by natural disasters, including repair and modernization efforts for telecommunications and electric grid infrastructure.

The increased frequency and severity of recent weather and climate-related events, including hurricanes, wildfires and ice storms, exacerbated in part by climate change, have created a greater need for power and telecommunications reliability and restoration services. Our utility and telecommunications crews arrive from all over the country to provide emergency restoration services, climbing poles and towers, working through brush and lifting fallen trees to get to downed power lines and restore service in devastated areas.

Emergency Restoration Services

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. 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.



We believe a successful storm restoration support activity is when all of our men and women go home, without harm, to their families. Over the past year, MasTec employees have provided emergency restoration services and helped communities rebuild in response to numerous natural disasters, including:

- **Hurricane Ida**
- **Hurricanes Isaias, Laura And Delta**
- **Wildfire Prevention And Restoration Efforts**
- **Texas Ice Storm**
- **USVI Port Authority Restoration Efforts**



EMERGENCY RESTORATION AND COMMUNITY IMPACT

Hurricane Ida

Approximately 1,000 of our restoration crew members were deployed in the Gulf region following the aftermath of Hurricane Ida, helping to restore power and telecommunications services to hundreds of thousands of customers in affected communities.

Hurricanes Isaias, Laura and Delta

MasTec's Utility Service and Transmission and Substation groups teamed up to restore power in Virginia after Hurricane Isaias knocked out power to over 800,000 customers, successfully restoring power and completing the restoration work with no reported injuries. Following the destruction caused by Hurricanes Isaias, Laura and Delta in Lake Charles, MasTec's reparation crews were on-site for over two months, helping to restore power and perform clean-up work in the most daunting of conditions. Crews spent over 75 days in camps sleeping in three-high bunk beds, working day and night to bring power and a sense of normalcy back to the community.

Wildfire Prevention and Restoration Efforts

Our crews are involved in both preventative and restoration efforts for wildfire-related events. We are among the crews that are called upon to maintain and patrol electrical lines during high-risk periods, such as in periods of drought, high wind and extreme temperatures, so that power lines can be proactively and safely managed. Our crews are also on the ground to assist with fire restoration efforts following wildfire events, including the installation and replacement of electrical poles, conductors and pole transformers, to be able to restore power quickly and safely in affected communities.

Texas Ice Storm

In the winter of 2021, our Cash Construction division stepped in to help its local fire department in Pflugerville, Texas by providing hundreds of gallons of much needed diesel fuel to keep generators running when the power grid shut down following plummeting temperatures.

USVI Port Authority Restoration Efforts

We restored 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, leading to improved travel safety within the Virgin Islands. This project also provided us the opportunity to engage and mentor the local subcontractor community in safety, scheduling and administrative practices, fostering long-term benefits to the community.



MasTec began as a family business, and every member of the MasTec team is considered part of the MasTec family.

EMPLOYEE SAFETY, HEALTH AND WELLNESS

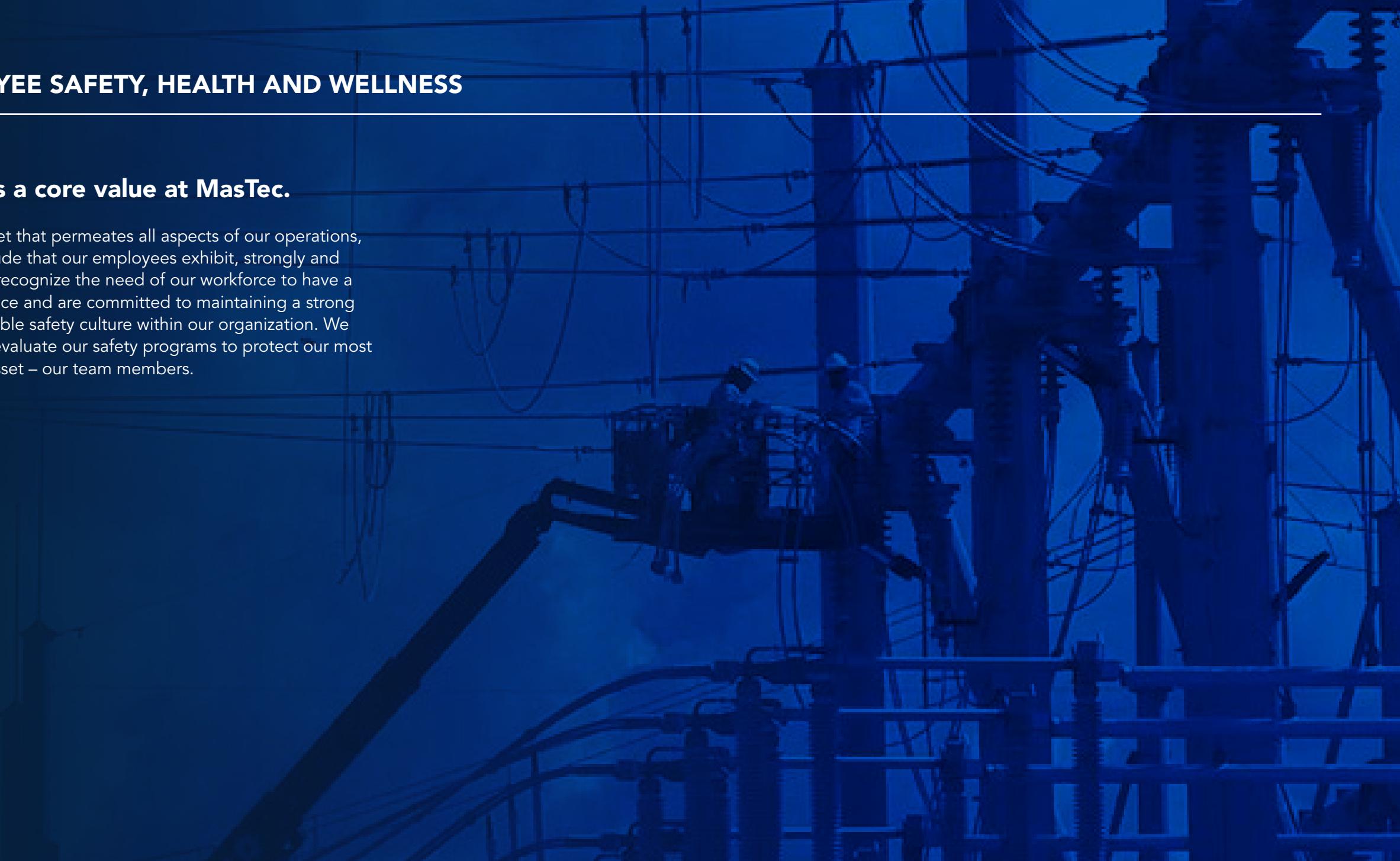
Our employees are an integral part of our growth and success, and they are our most valued asset. The safety, health and welfare of our employees is at the heart of our operations. When our employees are safe, healthy and engaged, we are most productive – which, in turn, allows us to deliver the highest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



EMPLOYEE SAFETY, HEALTH AND WELLNESS

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 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.



SAFETY AND THE COVID-19 PANDEMIC

The COVID-19 pandemic presented unprecedented challenges in many parts of our business and operations, including with respect to keeping our employees safe. We adjusted our standard operating procedures within our business operations to ensure employee and customer safety. For example, in the field, we had to convert group tailgate meetings to smaller, sequential meetings, to make sure everyone knew all the details of a job each day to keep our people safe on a job site. We continue to monitor evolving health guidelines and respond to changes as appropriate and have developed human resource guidance to assist our employees with the effects of the COVID-19 pandemic.

Our COO and Chief Pandemic Officer, Bob Apple, reflected on the safety and other challenges posed by the COVID-19 pandemic and how the team at MasTec rose to the challenge:



Our biggest challenge has been keeping our people safe. Instead of our typical large morning briefs, our Safety and Project managers meet teams in small groups throughout the day. We reduced the number of crew members on each job to maintain social distancing, and we set up checkpoints to take everyone's temperature before they entered a job site. On major jobs, we tested for COVID-19 right on site. At our corporate office, we've rotated people between office and home, we test every week, and mail kits so that people can test themselves for COVID-19 before coming into the office.

The second biggest challenge was managing productivity. Reduced team size, health and availability of key personnel, delays in project start dates or project shutdowns mandated by governmental authorities all had an effect on productivity.

The good news is that we knocked it out of the ballpark. We ended the year in far better shape than expected and have a backlog of work that will keep us busy for years to come. That's reflective of our crews and team members. Their performance and execution has been formidable. The personal sacrifice our crews endured, they did with dignity and excellence. Not only did we need them to work, because they are essential, but they wanted to go to work. They wouldn't not go to work even if you gave them a choice.

This is a great company we work for. We have a great team. We are very fortunate.

Bob Apple, COO, Chief Pandemic Officer

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, with reporting to our executive management team. Our safety management process includes 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 continuously to assess and improve our safety programs and performance and are currently implementing an enterprise-wide safety management reporting system across our operations.

Our safety performance is periodically recognized by our customers as well as by safety organizations. Our corporate Safety, Health and Environmental policy can be viewed on our website at <https://investors.mastec.com/corporate-governance>.



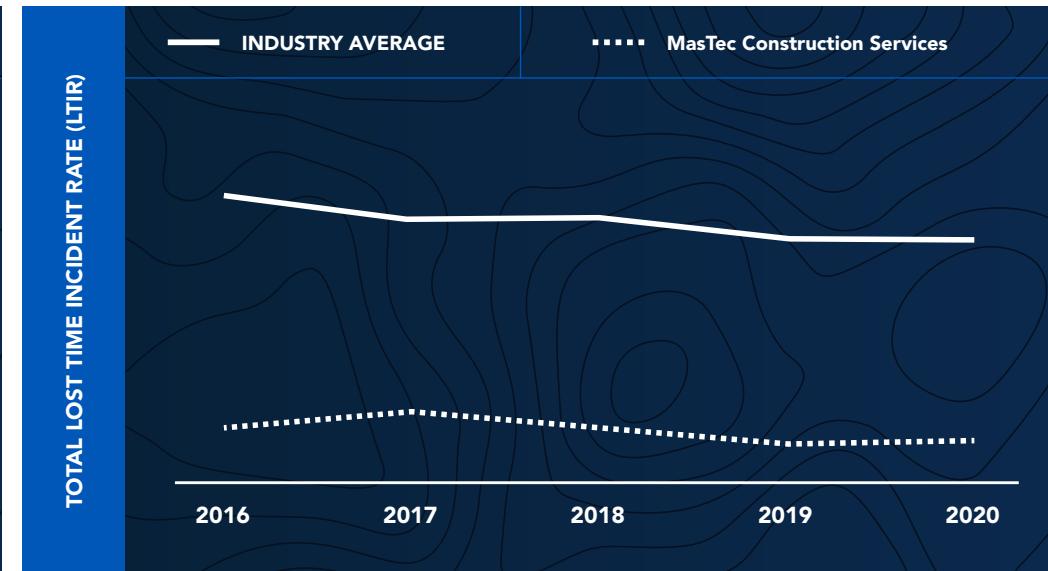
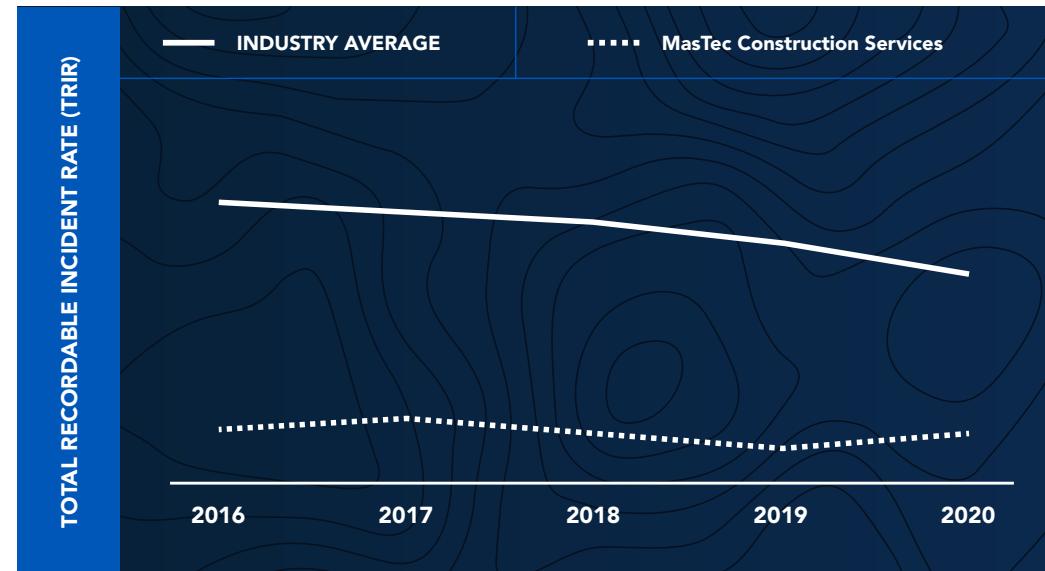
SAFETY PERFORMANCE AND CULTURE

Our “Zero Harm” culture is fundamental to our goal of world class safety performance.

We work to instill safety values in every team member, such that safe behavior becomes instinctive and automatic. We provide regular safety training and skill-level improvement programs, and 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.

We are driven by our commitment to safety and our Zero Harm culture to develop and implement safety programs and processes with safety excellence as our goal.

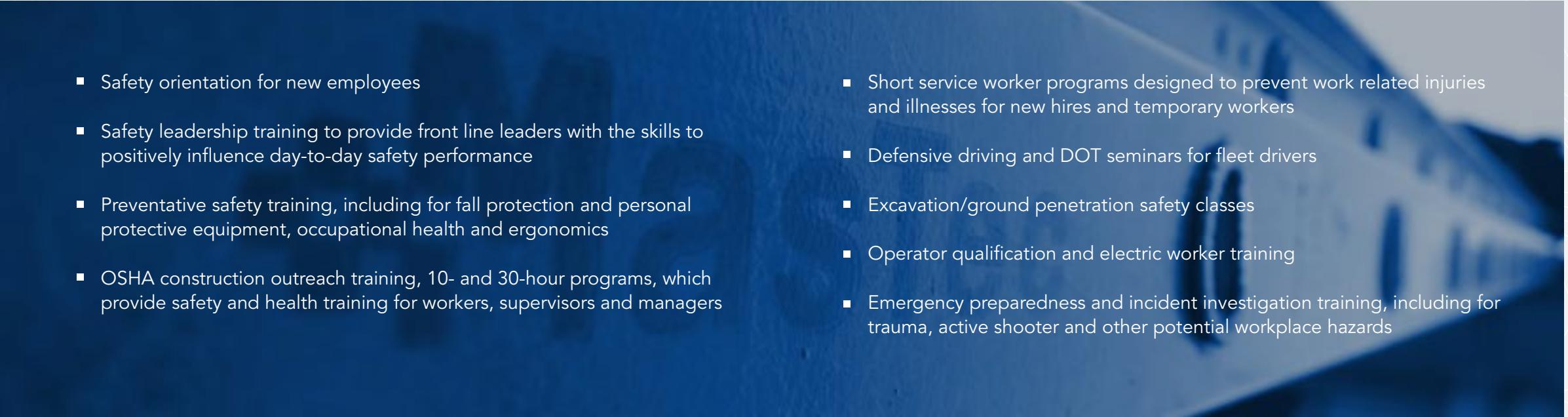
Our Construction Services safety performance over the past several years has consistently been better than the industry average.



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 PERFORMANCE AND CULTURE

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:

- **Fleet Telematics Applications.** As of December 31, 2020, approximately 75% of our on-the-road fleet had installed telematics applications, including GPS, helping us to track various metrics and safety statistics. We are working to standardize these metrics across our operations and establish improvement goals to enhance the safety of our fleet operations.
- **Safe Driver Programs.** These programs incorporate 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.
- **“PACE” Defensive Driving Programs.** Our PACE (plan, analyze, communicate and execute) defensive driver program, which is being rolled out across our operations, incorporates distractive driving principles, with practical and hands-on training.
- **Wildfire Prevention and Preparedness Planning.** We have wildfire prevention and preparedness plans to increase awareness and engage employees in preventive efforts.

- **Safety “All-Hands” Meetings.** These include 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.** In these meetings, project teams discuss safety matters surrounding work scheduled for that day, including potential hazards and site-specific issues.
- **Weekly Safety Meetings.** Full project crews recap progress and discuss safety, quality, or environmental concerns, along with best practices.
- **Monthly Employee Safety Communications.** These 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.

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.
- A corporate Safety Competency Development Program, which is being implemented across our operations.
- Recognition of outstanding employee safety performance under various programs, including a "Leadership Award Program" and "Safe Acts and Accomplishments Program."
- 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. Subcontractors and suppliers are provided with terms and conditions upon issuance of a purchase order. 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.

OSHA Partnership

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.



SAFETY MEMBERSHIPS AND AWARDS

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 Construction Industry Institute

The Communications Infrastructure Contractors Association (NATE)

Satellite Broadcasting & Communications Association (SBCA)

The Edison Electric Institute

The American Gas Association

The American Clean Power Association

SAFETY MEMBERSHIPS AND AWARDS

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



The American Clean Power 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.

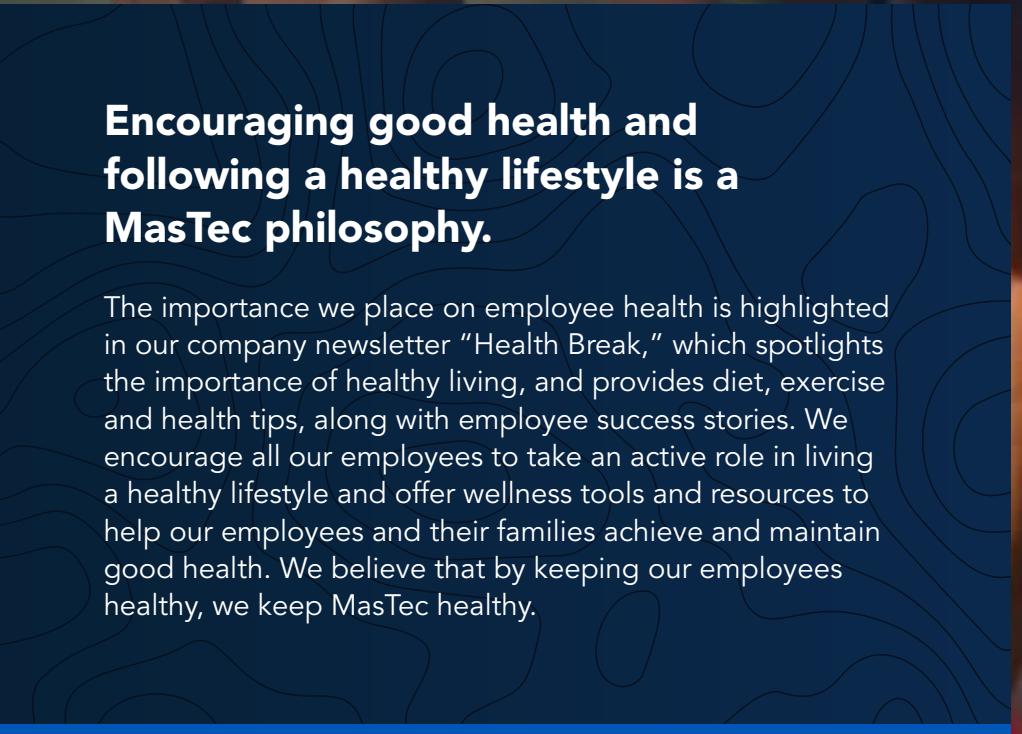


The National Safety Council's Million Work Hours and Perfect Record Awards for hours worked without occupational injury or illness.



In 2019, MasTec Canada received TC Energy's 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.

We provide state of the art health care benefits at MasTec because we value our team members. Employees are MasTec's number one asset. Taking care of our most valuable asset keeps people happy and healthy, and also makes good financial sense.

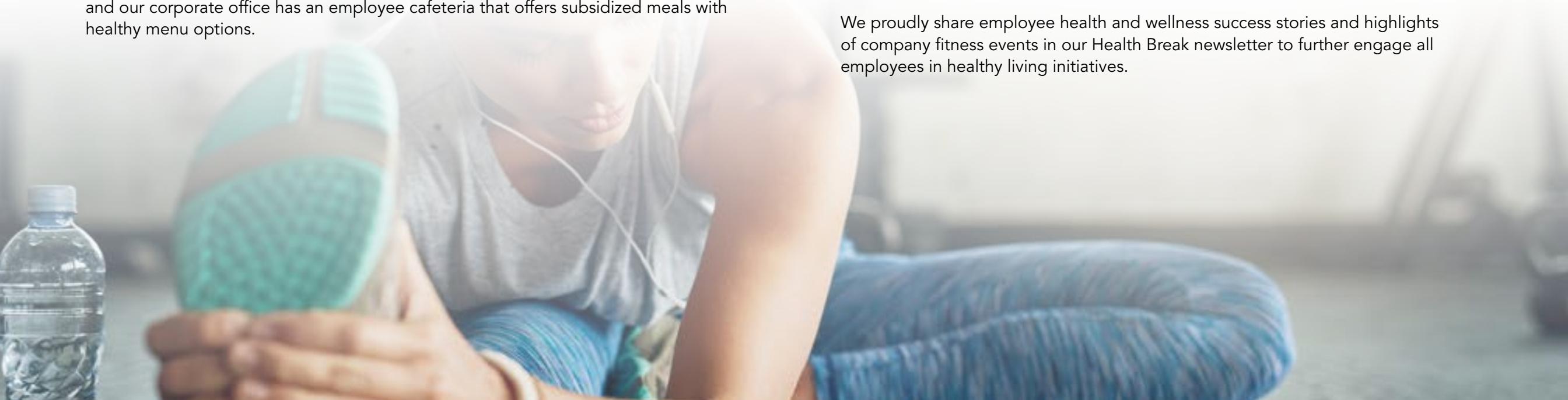
Among the benefits provided are:

- Medical, dental, vision and prescription insurance.
- Preventative care coverage, including two free visits with a primary care physician and a free annual physical exam.
- We offer access to MeMD telehealth services, providing employees convenient 24/7 access to medical professionals. In 2020, we expanded these services in light of the COVID-19 pandemic to further assist employees with medical and mental health matters.
- To help our employees build a financially secure future, we offer a 401(k) plan with matching benefits, an employee stock purchase plan, life and disability insurance plans and a flexible spending account to help employees cover medical expenses.
- We also offer employees support for personal and work-life issues through our Employee Assistance Program, 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. In 2020, MasTec teams continued their Run for Health despite the pandemic by taking part in solo runs.

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 Incentives

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!

One of our divisions created a 3PM "Daily Plank," a short healthy afternoon break routine. On any given day, employees meet for a short break at 3PM to get in a workout, take a break from their desk and mingle with other departments. Beyond the physical benefits is the camaraderie among co-workers, and the benefits of laughter, which decreases stress.

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.

TEAM CULTURE, 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, training and other professional development opportunities, including apprenticeship and leadership oriented 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 and Professional 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 Drill Operator training programs. Best-in-class safety and craft training programs are also offered.
- Our Three Phase Construction division was recently recognized in T&D's World magazine for its "live-line" training program. The increasing power flow congestion on transmission lines has magnified the need for more live-line work, which requires specialized training. Three Phase's live-line training program was developed to train elite linemen on live-line work, which is work on fully energized lines where the current is not turned off, requiring specialized skills and procedures. The training program incorporates trust, safety and best practices designed to keep crews safe by operating within a meticulous set of proven and strict processes.

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.



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MasTec's success is defined by individuals that think for the team and work hard for the team. Every single person at MasTec is a team member, and each and every one of us contributes to our success. I am proud of how well our teams work together.”



José R. Mas, CEO

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 seek to foster an environment of strong employee engagement through our commitment to our employees and our team culture. A strong team culture, together with effective processes and people, allows us to consistently meet the needs of our customers and stakeholders. These principles, which are consistent with the ISO 9001 framework, under which certain of our operations are certified, are embedded within our organization.

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.



TEAM CULTURE, TRAINING AND DEVELOPMENT

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

We believe that our team culture, along with competitive salary and benefits packages and our focus on employee training and career development, including opportunities for promotion and mobility within our organization, helps us to attract and retain a diverse and experienced workforce.



Workplace Diversity and Inclusion

MasTec's cultural roots originated with Jorge Mas Canosa, a Cuban-American immigrant who came to America for work and opportunity. He was driven by the fundamental belief that a person could succeed through hard work and capitalizing on opportunities. To him, work was work and it all had to get done. He appreciated all the people of every racial, religious and ethnic background who worked for him. MasTec is an organization that gives people the opportunity to succeed and gives importance to everyone. MasTec's culture continues to be built on these principles.



DIVERSITY AND INCLUSION

Recently, in light of the COVID-19 pandemic, our CEO, José R. Mas reflected on the privilege of leading an organization where people want to come to work and appreciate the culture.

//

... as we come back to work in the office, I hear people say "... it was fine working at home, but I missed the office." If you are happy to be coming back to the office, maybe it's because you know that you matter to us, and that you make a difference. That you are integral to the success of MasTec. Or maybe it's because you feel accepted. When a team comprises a diverse group of people, it is easier to feel accepted. So, on our way into the office, let's all take the time to greet our fellow team members, and appreciate that our diversity is what makes us successful. We must all do our part to be inclusive and accepting of everyone, to listen and understand different viewpoints."

DIVERSITY AND INCLUSION

MasTec is committed to diversity and inclusion and to fostering an environment where our employees can freely bring diverse perspectives and varied experiences to work.

We seek to attract the best talent and foster a culture of inclusion, teamwork, support and empowerment where all talented individuals have access to opportunities and can achieve success. Our commitment to diversity, equality and inclusion, together with our culture of belonging, allows us to recruit and retain highly talented employees, which in turn allows us to deliver exceptional results to our customers.

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.

DIVERSITY AND INCLUSION

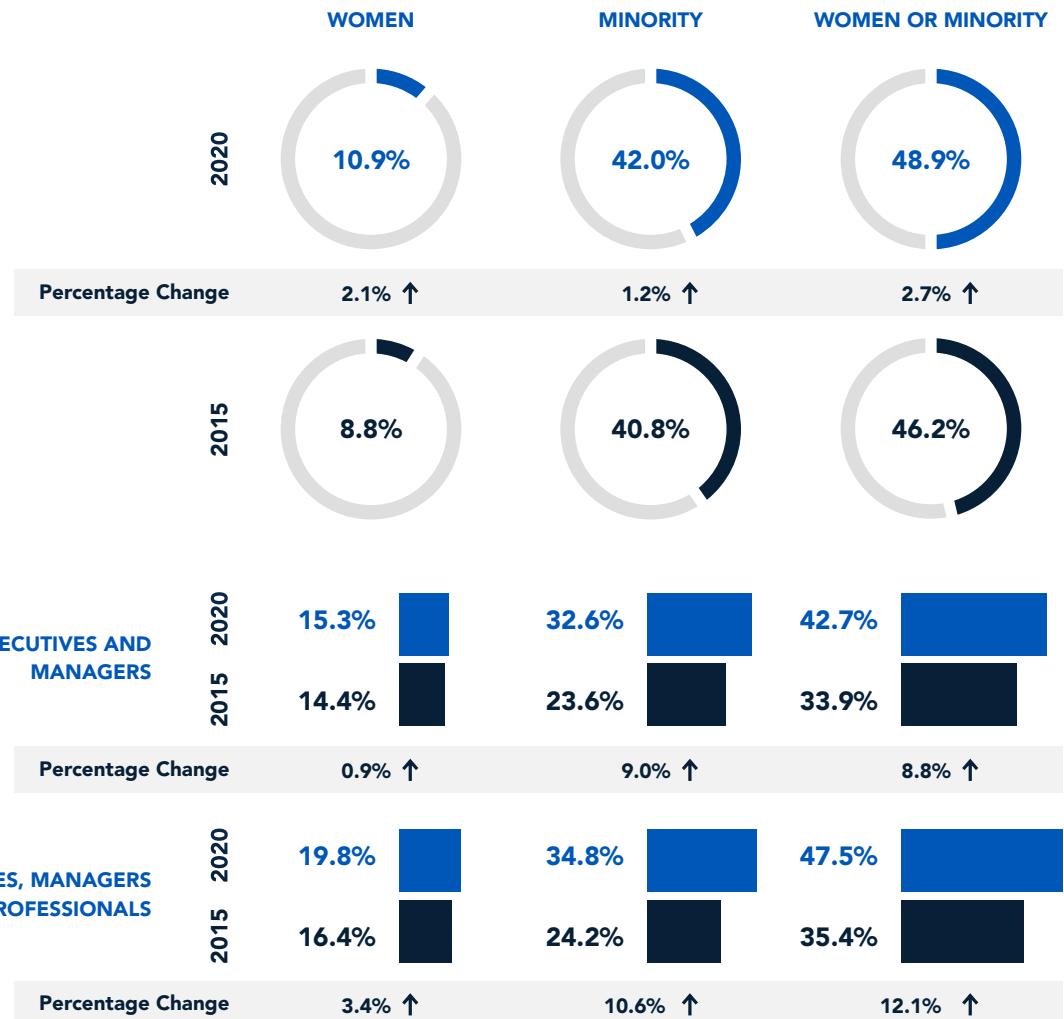
Certain of our businesses have incorporated the use of annual diversity assessments and goal setting targets to expand diversity within our management and employee teams, and we expect to continue in these efforts.

Women and minorities represent 49% of our overall U.S. workforce and 48% of our U.S. executive, manager and professional workforce, according to our December 2020 EEO-1C report. Over the period from 2015 to 2020, the percentage of our total workforce represented by women or minorities increased by 2.7%, with an increase of 8.8% at the executive and manager level, and 12.1% for executives, managers and professionals.

We are proud to have been recognized in Deloitte's 2021 Missing Pieces Report: The Board Diversity Census of Women and Minorities on Fortune 500 Boards, as one of only 29 companies in the Fortune 500 that, as of June 30, 2020, had 60% or greater diversity.



Deloitte.



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.

ENVIRONMENTAL STEWARDSHIP



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 POLICIES AND PROGRAMS

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 our 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 archaeological and traditional cultural properties.

Biodiversity

We believe in sustainable development and are committed to integrating biodiversity preservation principles into our operational practices. We consider biodiversity impacts within our and our customers' environmental impact assessments, project planning and execution, and follow best practices to minimize the impact of our operations on biodiversity, including protected species and habitats.



Climate Change Mitigation and Conservation Efforts

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. 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.

Environmental Management Reporting System

We are developing an enterprise-wide environmental management reporting system that will be implemented across our operations, with reporting to our executive management team. The system is being designed according to industry best practices to provide consistent workflows, visibility and accountability with respect to MasTec's environmental goals, processes and practices, including training programs. Systematic monitoring of key performance indicators will allow us to measure and monitor our performance, identify behavioral trending and implement mitigation strategies to minimize compliance risk and achieve continuous improvement. We are also evaluating the development of an enterprise-wide environmental training program to supplement our existing environmental training programs, which are typically completed based on an employee's position and responsibilities.

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.
- Certain of our operations partner with services that utilize nonhazardous cleaning solutions and environmentally friendly tank chemicals that facilitate natural composting in connection with the disposal of hazardous waste.



ENVIRONMENTAL INITIATIVES AND CONSERVATION EFFORTS

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:

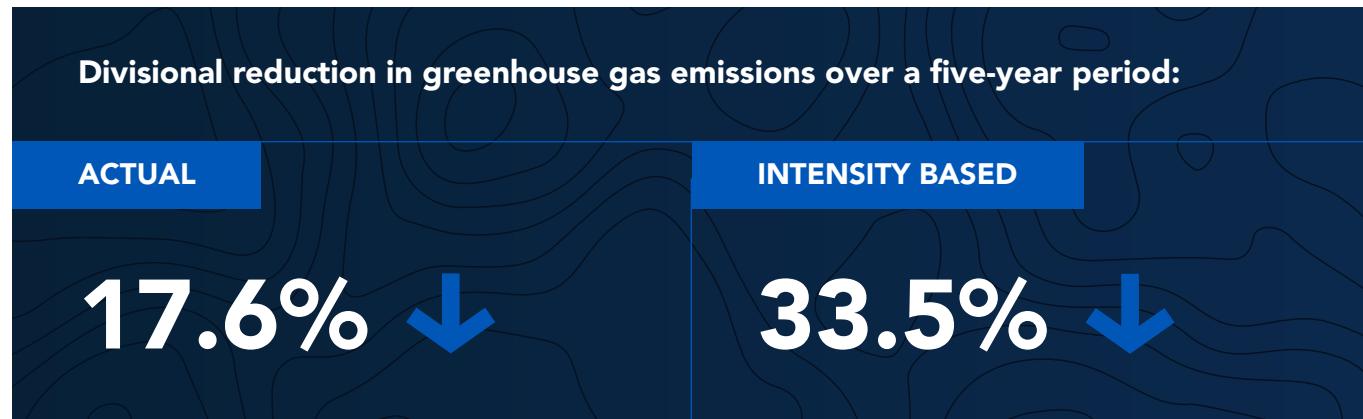
- Our energy pipeline operations developed a versatile and mobile structure that provides the ability to dewater in a safe, environmentally friendly and efficient manner. The device, a mobile sled, is lined with reusable filter material, which separates the clean water from the dirty water. The sled can access difficult terrain and provides for safe, efficient cleaning and disposal of water, reducing waste and minimizing fuel usage.
- 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.



CARBON EMISSION REDUCTION INITIATIVES

We understand the importance of tracking and managing climate-related matters, including greenhouse gas emissions. We are evaluating metrics and targets that will enable us to measure and manage our climate-related risks and opportunities on an enterprise-wide basis. Certain of our operations have implemented processes and procedures to collect and report information on greenhouse gas emissions to the Carbon Disclosure Project ("CDP"), and we are working to leverage those processes to enhance such tracking and reporting within our operations.

For example, a division within MasTec's telecommunications business implemented an aggressive program to reduce its greenhouse gas emissions with a primary focus on fleet utilization, rationalization and the use of GPS in both routing and behavioral modification. By 2020, the division had reduced its actual greenhouse gas emissions by 17.6% and its intensity based greenhouse gas emissions by 33.5%.



CARBON EMISSION REDUCTION INITIATIVES

Fleet, building and other conservation measures seeking to improve our carbon footprint:

- Certain operations utilize sophisticated routing, scheduling and fuel management programs, including Mapline applications, which significantly reduce their fuel consumption. Additionally, certain operations incorporate advanced technologies, such as drone, augmented and virtual reality technologies within their project design, build and service delivery processes to optimize energy and fuel consumption.
- We incorporate energy efficiency and other conservation measures into new facility design and facility remodels, including energy efficient fixtures and other design features, such as sensor-activated fixtures, LED lighting and the replacement of bottled water with water filtration systems, among others, where possible. Additionally, certain operations have programs to integrate green and renewable energy options into their new building or facility remodel designs, when available.
- One of our operations incorporates recycled shop and yard waste into new building designs.
- Our corporate headquarters was recently renovated with an emphasis on energy efficiency and LEED certification, and certain operations have incorporated analysis of lifetime running costs and assessment of LEED status into their real estate decision making processes.
- Energy Star certified equipment is incorporated into capital spending decision-making processes for certain operations.

We have implemented GPS, smart idling and other advanced technologies in approximately 75% of our fleet operations in efforts to improve fleet efficiency, fuel consumption and safety. Additionally, certain of our operations have invested in equipment containing advanced emissions reduction technologies, helping to reduce our carbon footprint.



SUSTAINABILITY RECOGNITION

We have been recognized for our efforts in sustainability by various organizations.

In 2021, Mastec's Precision Pipeline division received the International Pipe Line & Offshore Contractors Association's Corporate Social Responsibility Award for its Human Trafficking Awareness Program.



Our MasTec Network Solutions wireless division has received numerous awards, including:

ecovadis

In 2018, a silver rating from EcoVadis, a global sustainability ratings group for the supply chain.

TIA

Recognition from the QuEST Forum / Telecommunications Industry Association, or TIA, a global quality organization for the information and communications technology industry, including a silver rating in TIA's Sustainability Assessor in 2021, and in 2017, for having the leading sustainability program in the field services category of TIA QuEST Forum's Global Sustainability Awards.

AT&T

Recognition from AT&T for process improvement in sustainability, helping AT&T achieve its "80 by 2017" supply chain sustainability goal.

**We plan and act for the future,
for the long-term good of our
company, our customers and
our communities.**



COMMUNITY AND SOCIAL MATTERS

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 approach \$2 million annually.

MaSTec
North America Inc.



COMMUNITY BUILDING AND OUTREACH EFFORTS

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.



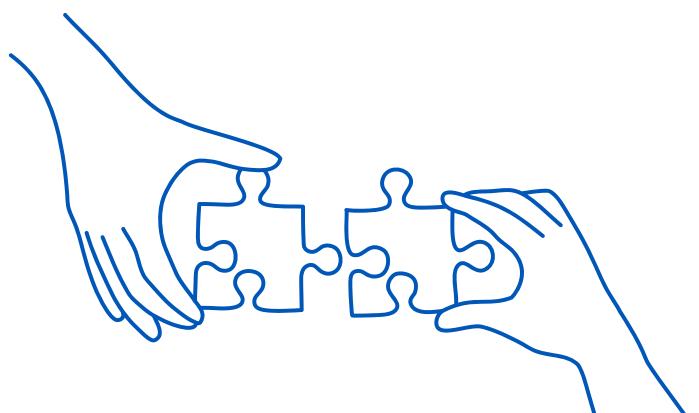
COMMUNITY BUILDING AND OUTREACH EFFORTS

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 farming communities, schools, police and fire departments, first responders and hospitals.
- Holiday "Adopt-A-Family" community outreach programs for families in need.
- 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:

- Locally-organized disaster relief outreach programs and assistance, including relief efforts for Hurricane Ida, in which our restoration crews arranged to deliver food and supplies to hard-hit communities in Louisiana and organized a fundraising effort. The campaign raised \$100,000, plus a matching amount from the local power company, which was donated to organizations supporting the Hurricane Ida disaster relief efforts.
- In 2020, Puerto Rico was severely affected by a series of earthquakes. Our Network Solutions division came together to distribute food, water and toiletries to households in affected areas.
- Red Cross hurricane disaster relief outreach programs
- Disaster relief programs for employees



MILITARY AND VETERAN OUTREACH EFFORTS

We have a sizeable military veteran workforce, and we give recognition to our veterans annually in our company newsletter, "Fast Break." We actively engage in outreach programs tailored to military veterans, with approximately 3% of our workforce represented by military veterans.

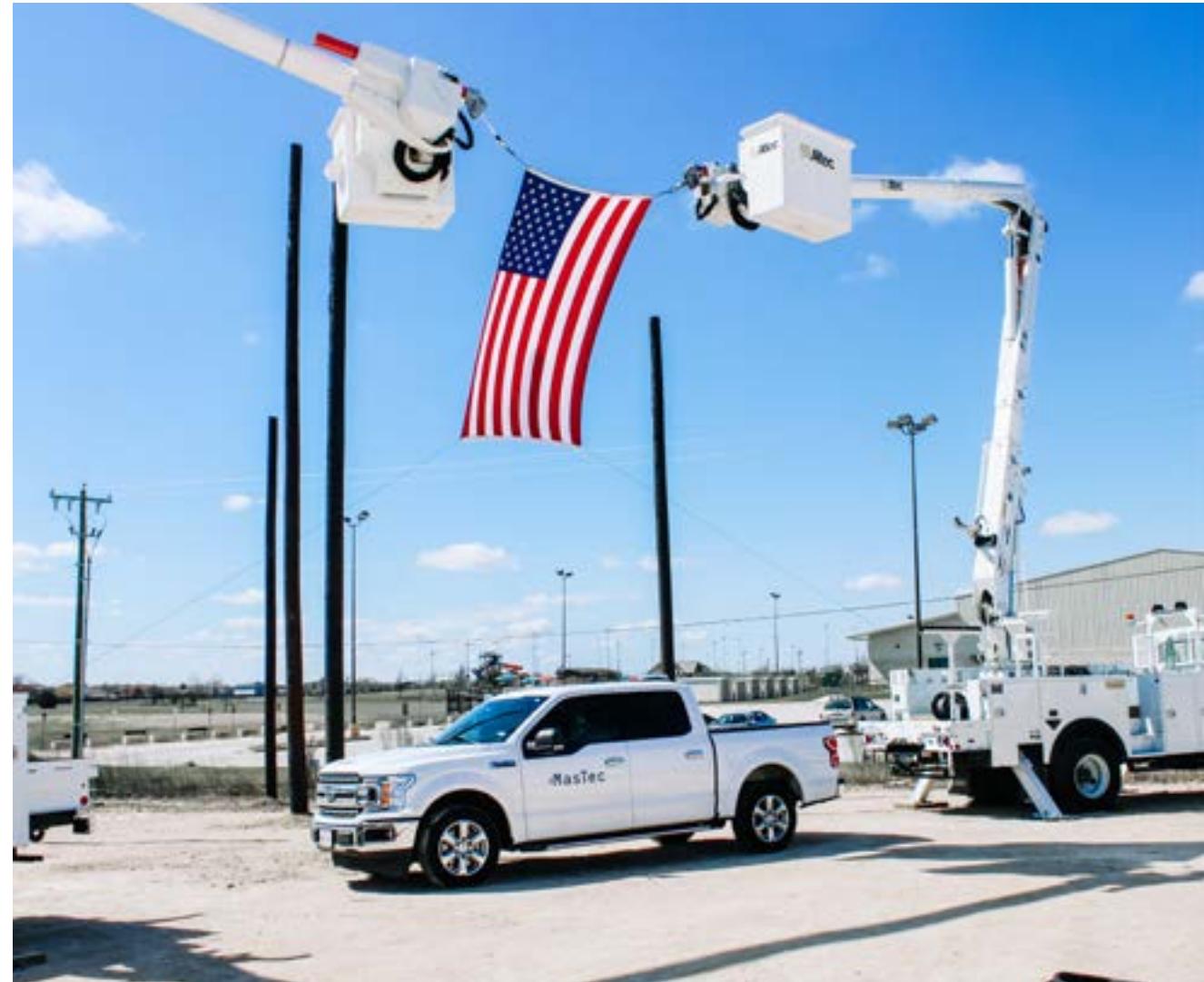
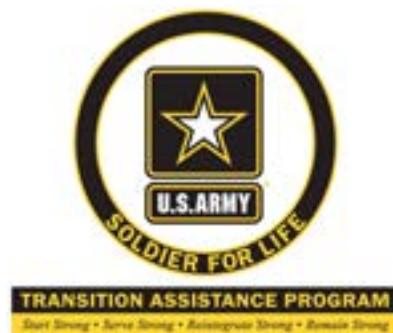
Examples of military and veteran outreach efforts within certain of our businesses include:

- 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
- Relationship building efforts with military recruiters
- Job postings tailored to military veterans



“Soldier for Life” Partnership

In February 2020, MasTec’s Utility Services Group partnered with the U.S. Army at Fort Hood to open a new training center for transitioning military personnel in the Soldier for Life – Transition Assistance Program. The training program, “Lineman Electrical Apprentice Preparatory Program,” is a 13-week program designed to give soldiers a head start into a new career field and the civilian world by teaching them power line construction skills. Upon successful completion of the program, graduates will be given the opportunity to work for within MasTec’s Utility Services division.



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, and we utilize indigenous community subcontractors and suppliers within our operations.
- We support our local communities by utilizing local businesses for goods and services, including for project crews and office operations. 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.
- Our Network Services division in Puerto Rico recently collaborated with L'Oréal to provide personal hygiene and cosmetics products to women and children through Casa Protegida Julia be Burgos, an organization in Puerto Rico that was established to help women and children escape domestic violence.

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 of future generations of Cuban-Americans. Since its commencement, the foundation has awarded over \$3 million in scholarships to approximately 275 students, with past scholars serving in important and prestigious positions in their respective fields, including law, medicine, engineering, business and public service.
- Education and career development are MasTec priorities. The MasTec Scholarship Fund was created to help employees and/or children of employees pursue their educational and career aspirations and advance their life potential through education. Since its inception in 2013, the MasTec Scholarship Fund has provided scholarships to dozens of applicants. 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 benefiting local communities.
- We sponsor intern and externships in our local communities to help students gain skills and real-life experience within their field of study. For example, annually, our corporate office sponsors the "Mas Scholars" externship in partnership with a local high school. Students shadow staff members over a two-week period and gain first-hand insight into what a career in accounting or finance would entail.



LOCAL COMMUNITY INITIATIVES

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

United Way

The United Way, for our efforts and generosity in supporting our local communities.

Minority Business Development Agency

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

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.

Chicago Federation of Labor

The Chicago Federation of Labor, for our electrical transmission division's efforts in creating construction jobs for the unemployed.

Division of Vocational Rehabilitation

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>.



Governance Principles and Processes

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.

- 'Convergent,' an independent third-party hotline, is available 24 hours a day, 7 days a week, either online or by telephone, for anonymous reporting of all forms of workplace issues or 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.

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
- Environmental matters
- 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.

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

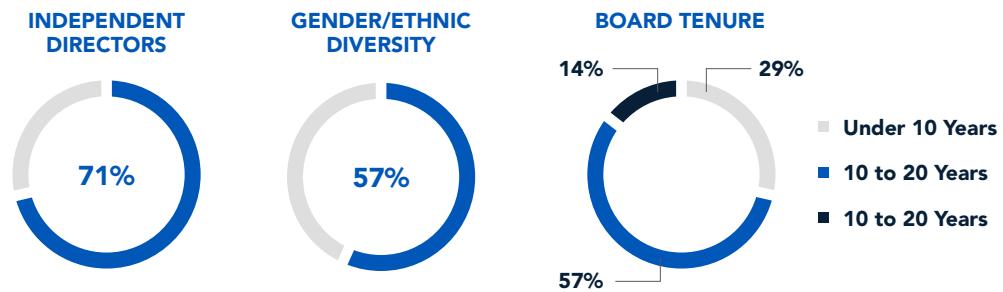
We believe that an independent, well-diversified Board of Directors is an essential attribute of effective board governance and further aligns our interests with those of our stakeholders.

We are actively engaged in a Board refreshment process in which we are committed to increasing our diversity composition. The Board has, and will continue to make diversity, including gender, race, ethnicity, age, skills, experience and diversity of thought, key factors when considering Board candidates. Diverse backgrounds are integral to effective governance, risk management and business opportunity assessments, which are critical components of creating long-term value. Our Nominating, Sustainability and Governance committee charter specifies that the Committee should consider diversity in the director identification and nomination process.

We are proud to have been recognized in Deloitte's 2021 Missing Pieces Report: The Board Diversity Census of Women and Minorities on Fortune 500 Boards, as one of only 29 companies in the Fortune 500 that, as of June 30, 2020, had 60% or greater diversity.



Key Statistics for our Board (as of May 2021):



- Our Board and management team have racial, ethnic, gender and skill diversity, with 4 of our 7 Board members representing women or minorities.
- 5 of our 7 Board members are independent, and we believe that our separation of Chairman and CEO functions further enhances accountability and social responsibility.
- The average age of our Board is 64 years, and the average tenure is approximately 16 years.
- 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 have significant ownership in MasTec common stock, which we believe aligns their interests with those of our other shareholders.

Executive compensation link to sustainability

MasTec's management compensation program considers sustainability-related factors, among them climate-related issues, environmental and safety performance and fleet management, including driver safety and fleet fuel efficiency. MasTec regularly assesses its management compensation programs to appropriately align executive compensation and incentive pay with related targets and performance, including for sustainability-related matters.

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.

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

Risk Management and Board Oversight

The Board is actively involved in the oversight of risks that could affect MasTec. The full Board has responsibility for enterprise-wide risks and for the general oversight of risks, including climate, cyber and human capital-related risks. The Board satisfies this responsibility by receiving reports from the committee chairs, as well as receiving regular reports directly from officers of MasTec who are responsible for overseeing and monitoring risks.

We have an enterprise-wide risk management process to support our strategic objectives and to enhance stakeholder value. Our executive leadership team manages this process, which is overseen by our Board of Directors, with periodic executive updates. The enterprise-wide risk management process is designed to identify, assess, monitor and manage MasTec's critical risks and risk mitigation strategies. The Board's oversight of MasTec's risk management process includes understanding the risks faced by MasTec, the steps taken to manage those risks and the level of risk appropriate for MasTec.

To identify and assess critical risks, we perform a comprehensive business risk assessment, including operational, industry, climate-related, financial, reputational, legal, regulatory, data and cyber security risks. The Board's involvement in our business strategy and risk management processes is an integral component of our critical risk evaluation, as well as our evaluation of how the risks we face could evolve over time as a result of changes in business strategy or in the business or economic environment.

The Board and the committees of the Board have oversight responsibility for risk management. The Audit Committee has oversight over accounting and control risks, including cyber, as well as risk assessment and risk management; the Compensation Committee has oversight to ensure that our compensation and incentive plans do not encourage or incentivize excessive or inappropriate risk taking; the Nominating, Sustainability and Corporate Governance Committee oversees the independence of the Board, corporate ethics, sustainability, climate-related and governance risks; and the Finance and Mergers and Acquisitions Committee has oversight over financial policies, acquisition strategy and financial strategy.

Sustainability and Climate-Related Governance

Our Nominating, Sustainability and Corporate Governance Committee of the Board of Directors has oversight of sustainability-oriented matters for MasTec. We have recently updated the Committee's charter to formalize climate-related matters as part of the Committee's responsibilities, including overseeing MasTec's approach to considering, evaluating and integrating climate-related risks and opportunities into our business strategy and decision-making processes. MasTec's executive leadership team, with cross-functional representation from across the organization, leads our strategic risk and opportunity assessment processes, including for climate-related matters.



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. Our Audit Committee oversees risks related to information technology and cyber security, and senior management presents updates on information security matters to the Board and the Audit Committee on a semi-annual basis.

The COVID-19 pandemic resulted in moving thousands of employees from a traditional on-premises work model to a work-from-home business model. This required quickly scaling our remote connectivity systems while implementing security measures to keep our data safe. Our information technology teams met daily to discuss ideas, solutions and issues as our workforce transitioned to remote communications including instant messaging, video calls and Teams meetings. By meeting these challenges, together with the extraordinary efforts of our front line workers in the field, MasTec was able to deliver much needed critical infrastructure to our customers throughout the course of the COVID-19 pandemic while keeping our data secure, becoming even stronger and more resilient.





APPENDICES

SASB FRAMEWORK: ENGINEERING AND CONSTRUCTION SERVICES

TOPIC	ACCOUNTING METRIC	CATEGORY	SASB CODE	DISCLOSURE
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	Quantitative	IF-EN-160a.1	MasTec is developing a comprehensive environmental management system that will be implemented across the Company's operations. In connection with these efforts, management is reviewing the feasibility of tracking and reporting such information in the future.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Discussion and Analysis	IF-EN-160a.2	<p>See MasTec's Safety, Health and Environmental Policy on our website at https://investors.mastec.com/corporate-governance.</p> <p>We work actively with our customers to assess environmental matters associated with the projects we perform. Our planning processes are designed to ensure compliance with all applicable environmental regulations and requirements. Our systems and processes are designed to promote environmental protection, stay in compliance with permit conditions and minimize waste and emissions. We monitor, inspect and review our environmental performance and incorporate improvements and best practices into our processes and procedures.</p>
Structural Integrity and Safety	Amount of defect- and safety-related rework costs	Quantitative	IF-EN-250a.1	Management is reviewing the feasibility of tracking and reporting such information in the future.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantitative	IF-EN-250a.2	<p>Management is reviewing the feasibility of tracking and reporting such information in the future.</p> <p>Per closed OSHA citations as of October 2021, monetary fines associated with safety-related incidents were \$0 in 2020.</p>
Workforce Health and Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for: (a) direct employees; and (b) contract employees	Quantitative	IF-EN-320a.1	<p>For the year ended December 31, 2020, MasTec's consolidated Construction Services TRIR and lost time injury rate "LTIR" for direct employees were 0.96 and 0.16, respectively.</p> <p>Management is reviewing the feasibility of tracking and reporting safety-related information for contract employees in the future.</p>

SASB FRAMEWORK: ENGINEERING AND CONSTRUCTION SERVICES

TOPIC	ACCOUNTING METRIC	CATEGORY	SASB CODE	DISCLOSURE
Lifecycle Impacts of Buildings and Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Quantitative	IF-EN-410a.1	<p>MasTec does not currently determine if its projects will be certified to a third-party multi-attribute sustainability standard and may not be aware if its customers or project owners may be seeking such certification.</p> <p>Management is reviewing the feasibility of tracking and reporting such information in the future.</p>
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and Analysis	IF-EN-410a.2	<p>See MasTec's Safety, Health and Environmental Policy on our website at https://investors.mastec.com/corporate-governance.</p> <p>As an infrastructure construction services provider, MasTec generally does not determine project design. We do, however, work collaboratively with our customers to find solutions to their environmental goals and requirements, including as it relates to operational phase energy and water efficiency considerations.</p> <p>Within our operations, we seek to foster conservation and environmental awareness and strive to identify and incorporate energy, carbon and water efficiency considerations into project planning and execution. See initiatives described under "Environmental Stewardship" within our Sustainability Report.</p>
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	Quantitative	IF-EN-410b.1	<p>MasTec provides services for both renewable energy and hydrocarbon-related projects. Currently, MasTec does not track backlog specific to hydrocarbon-related or renewable energy projects. Management is reviewing the feasibility of tracking and reporting this information in the future.</p> <p>As of December 31, 2020, (i) our Clean Energy and Infrastructure segment had backlog of approximately \$1.0 billion, largely composed of renewable energy projects, and (ii) substantially all \$2.5 billion of our oil and gas segment backlog was associated with hydrocarbon-related projects, of which approximately half related to lower carbon natural gas projects.</p>

SASB FRAMEWORK: ENGINEERING AND CONSTRUCTION SERVICES

TOPIC	ACCOUNTING METRIC	CATEGORY	SASB CODE	DISCLOSURE
Climate Impacts of Business Mix	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	IF-EN-410b.2	<p>Currently, MasTec does not track backlog and/or backlog cancellations specific to hydrocarbon-related projects; however, management is not aware of material cancellations. Management is reviewing the feasibility of tracking and reporting this information in the future.</p>
	Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	IF-EN-410b.3	<p>MasTec provides services that are associated with climate change mitigation, including telecommunications infrastructure in support of connected technologies, urbanization and "Smart City" projects; electrical infrastructure with innovative, smart energy solutions for grid modernization and hardening initiatives, as well as electrical infrastructure for electrification initiatives, including electric vehicle power generation and renewable energy facilitation.</p> <p>Currently, MasTec does not track backlog for non-energy projects associated with climate change mitigation. Management is reviewing the feasibility of tracking and reporting this information in the future.</p>
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	IF-EN-510a.1	None
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption, and (2) anti-competitive practices	Quantitative	IF-EN-510a.2	None

SASB FRAMEWORK: ENGINEERING AND CONSTRUCTION SERVICES

TOPIC	ACCOUNTING METRIC	CATEGORY	SASB CODE	DISCLOSURE
Business Ethics	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Discussion and Analysis	IF-EN-510a.3	<p>See MasTec's Code of Business Conduct and Ethics on our website at https://investors.mastec.com/corporate-governance.</p> <p>Among the ethical matters addressed in our Code of Business Conduct are our policy on fair business practices and strict compliance with our anti-bribery and anti-corruption guidelines.</p>
Activity Metric Disclosure	Number of active projects	Quantitative	IF-EN-000.A	Active projects as of December 31, 2020: approximately 118,000.
	Number of commissioned projects	Quantitative	IF-EN-000.B	Projects commissioned during the year ended December 31, 2020: approximately 182,000
	Total backlog	Quantitative	IF-EN-000.C	Backlog as of December 31, 2020 was \$7.9 billion

TCFD FRAMEWORK

AREA	RECOMMENDED DISCLOSURE	DISCLOSURE
Governance	Describe the board's oversight of climate-related risks and opportunities.	The Board is actively involved in the oversight of risks that could affect MasTec and has responsibility for enterprise-wide risks, including climate-related risks. The Nominating, Sustainability and Corporate Governance Committee has primary oversight of sustainability-oriented matters for MasTec, including overseeing MasTec's approach to considering, evaluating and integrating climate-related risks and opportunities into its business strategy and decision-making processes. The Committee is responsible for considering MasTec's material sustainability issues, discussing associated risks with management and reviewing and considering whether MasTec has appropriate policies, processes, strategies and initiatives in place to address such matters, including climate-related risks and opportunities. The Committee typically meets twice annually and reviews MasTec's progress with respect to sustainability and climate-related matters. Additional information on the Committee's roles and responsibilities can be found in the Committee's charter on our website: https://investors.mastec.com/corporate-governance .
	Describe management's role in assessing and managing climate-related risks and opportunities.	MasTec's executive leadership team, with cross-functional representation from across the organization, leads its strategic risk and opportunity assessment processes, including for climate-related matters. Risks and opportunities are assessed by management on an ongoing basis, with periodic reporting to the Board, and a formal assessment process is performed at least annually. See details of our Enterprise Risk Management Program under "Risk Management," below.

TCFD FRAMEWORK

AREA	RECOMMENDED DISCLOSURE	DISCLOSURE
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>MasTec is currently formalizing its process to assess the potential effects of climate change. To better understand the potential long-term effects of climate change and how it could affect our business, we have begun the process of climate change analysis. We are building a process to identify material climate-related risks and opportunities for our business. Our assessment of climate-related risks considers risks created by the transition to a low-carbon economy to address mitigation and adaptation requirements, as well as the potential physical effects of climate change. While climate change poses challenges to our business, the transition to a low-carbon economy will also provide our business with new opportunities and enhance our long-term resilience as we expect to play a key role in the transition to a low-carbon future.</p> <p>The following climate-related risks and opportunities have been identified in connection with our initial qualitative assessment:</p> <p>Risks:</p> <p class="list-item-l1">Policy and Legal</p> <p>New or changing regulations due to climate change, including with respect to governmental permitting or limits on greenhouse gas emissions or fossil fuels, could adversely affect our business and operations and customer demand for our services.</p> <p class="list-item-l1">Technology</p> <p>Climate change could cause insurers to increase our premiums, change our coverages or add exclusions to policies (e.g., wildfires, hurricanes), which could expose us to risk and additional expense.</p> <p>Regulations pertaining to construction services or carbon emissions (e.g., underground pipelines, rapid transition to electric fleets) could lead to asset impairments or write-offs of existing assets.</p> <p>New or changing reporting and compliance obligations, including for greenhouse gas emissions could increase our costs and expose us to risk of non-compliance.</p> <p>Required investment in new technologies or adoption of new practices and processes to reduce our carbon emissions could increase our costs and reduce our profitability.</p> <p>Transition of existing service offerings to alternative offerings that support the low-carbon economy could result in decreased revenue or profitability.</p>

TCFD FRAMEWORK

AREA	RECOMMENDED DISCLOSURE	DISCLOSURE
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>Market</p> <p>Changing customer preferences, in particular changing demand for hydrocarbon-related products and services, could reduce demand for our services.</p> <p>Climate change-related supply shortages or new operating requirements (e.g., water, raw materials, energy, waste disposal) could cause our operating costs to increase.</p> <p>Shortages of natural resources required to execute our construction projects (e.g., water) could impair our ability to complete projects.</p> <p>Reputation</p> <p>Negative stakeholder perception of our operations could cause us to suffer reputational harm and reduced demand for our services.</p> <p>Stakeholder concern related to the effects of climate change on our business could increase our cost of, or reduce availability of, capital.</p> <p>Negative perception of the effects of our operations on climate change or our efforts in the transition to a low-carbon economy could harm our ability to attract and retain qualified employees.</p> <p>Acute</p> <p>Severe weather events (e.g., hurricanes, floods, fires) could damage ongoing construction projects and lead to increased costs.</p> <p>Severe weather events could damage our properties or other assets, which could cause business interruptions, increased costs, decreased productivity or reduced revenue.</p> <p>We could face supply chain disruptions due to severe weather events, causing shortages of construction or other materials, which could reduce our productivity and increase costs.</p> <p>Chronic</p> <p>We could be subject to reduced availability of insurance coverage for construction projects in high risk locations (e.g., areas of wildfire, hurricane or flood risk).</p> <p>Rising sea levels or other climate impacts could negatively affect our customers' and/or our operations due to decreased availability of natural and other resources, including water, which could increase our project costs or cause projects to be delayed or canceled.</p>

Please see Item 1A "Risk Factors" in our most recent annual report on Form 10-K for additional risk factor information.

TCFD FRAMEWORK

AREA	RECOMMENDED DISCLOSURE	DISCLOSURE
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>Opportunities:</p> <p>Resource Efficiency</p> <p>Efficiency gains and cost reductions from implementation of energy-saving technologies and carbon-reduction initiatives, including fleet initiatives, facility efficiency and conservation measures and recycling programs.</p> <p>Productivity gains from use of new, low-carbon technologies, such as drone, augmented and virtual reality technologies within our project design, build and service delivery processes.</p> <p>Products and Services</p> <p>Increased demand for our clean energy services as customers embrace low-carbon energy solutions.</p> <p>Increased demand for our storm restoration services in response to severe weather events.</p> <p>Increased demand for our electrical transmission and distribution services to address grid requirements for new renewable sources of energy generation, grid hardening and resilience initiatives, together with the need for modern, smart energy solutions, including diversification of power usage sources from the shift to a low-carbon economy, including from the electrification of vehicles.</p> <p>Increased demand for our telecommunications infrastructure services to support technological advances in support of a low-carbon economy.</p> <p>Increased demand for our civil construction services to meet demand for new, more resilient infrastructure to adapt to rising sea levels.</p> <p>Reputational benefits from expansion of low-carbon service offerings resulting in increased demand.</p> <p>Markets</p> <p>Access to new markets and opportunities through partnerships and collaborative arrangements in the shift to a low-carbon economy.</p>
		<p>The potential implications and financial impact of the climate-related risks and opportunities described above remains uncertain, but we recognize that these risks and opportunities could be significant to our business. MasTec regularly assesses its business risks and opportunities and we are currently formalizing our process to assess the potential effects and magnitude of climate-related risks and opportunities on our operations, financial results and key business strategies, as guided by the recommendations of the TCFD.</p>

TCFD FRAMEWORK

AREA	RECOMMENDED DISCLOSURE	DISCLOSURE
Strategy	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>MasTec is establishing processes and practices to identify and address climate-related risks and opportunities and to improve awareness among employees, customers and stakeholders. We are developing processes to understand the risks posed by different climate scenarios, including the achievement of a 2°C or lower scenario. This risk assessment is being developed to address new risks or changes to existing risks, together with the effects that these risks could have on our business model and strategy. We perform peer benchmarking and other industry analysis to inform our processes and ensure that we are considering industry best practices in achieving a resilient organizational strategy.</p> <p>The potential effects of climate change are integral to the company's strategic focus on clean energy and other technologies that present opportunities for growth in the transition to a low-carbon economy. As a leading provider of infrastructure construction services with the capabilities and expertise to help drive the transition toward decarbonization, we are continuously evaluating existing and potential service offerings that leverage climate mitigation and adaptation opportunities.</p>
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	<p>MasTec utilizes an enterprise risk management ("ERM") program to identify and assess its enterprise-wide risks. Through this process, management assesses the risks posed to the business, the potential impact and likelihood of the occurrence of the risk and how the risks are managed or mitigated. This program includes an assessment of climate-related risks.</p>
	Describe the organization's processes for managing climate-related risks.	<p>To determine an inherent risk rating, individual risks are maintained in a risk register where they are rated based on potential impact and likelihood of occurrence. Management then identifies and assesses mitigating processes and factors to determine the remaining residual risk. This process helps management identify and prioritize its top risks based on a ranking system. Management's ERM process utilizes the COSO ERM Integrated Framework, which aligns the Company's risks to its key business objectives. Our ERM Committee meets periodically to review and discuss existing and any newly identified risks. Annual risk assessments with key members of MasTec leadership are performed, including review of third-party risk survey data, including the World Economic Forum Global Risks Report, which is compared to the risks that have been identified by management.</p>
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p>Risk identification is a day-to-day process that is carried out by executive, segment, service line and corporate personnel. Senior leadership monitors trends through participation in industry forums, board positions and investor conferences as well as through its due diligence processes when considering potential acquisition candidates and business development opportunities.</p>

TCFD FRAMEWORK

AREA	RECOMMENDED DISCLOSURE	DISCLOSURE
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	We understand the importance of tracking and managing climate-related matters, including greenhouse gas emissions. We are evaluating metrics and targets that will enable us to measure and manage our climate-related risks and opportunities on an enterprise-wide basis, including those set forth within the SASB Framework for the Construction and Engineering Services Industry and the TCFD's recommendations. Certain of our operations have implemented processes and procedures to collect and report information on greenhouse gas emissions to the CDP, and we are working to leverage those processes to enhance such tracking and reporting within our operations.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	

SELECTED ASSUMPTIONS AND COMPUTATION DETAILS

PAGE	ASSUMPTIONS AND COMPUTATION DETAILS
14	1) The number of homes powered annually is based on the EPA's "Greenhouse Gas Equivalencies Calculator." This calculator compares the emissions required to provide a home with electricity for a year to the emissions avoided through the energy generated annually by MasTec's wind and solar installations. The amount of wind and solar energy generated is based on total GW installed by MasTec and the EIA's 2020 industry average capacity factors.
	2) The amount of vehicle emissions avoided annually is calculated based on the EPA's "Greenhouse Gas Equivalencies Calculator." This calculator takes the amount of emissions avoided annually from the renewable energy generated by MasTec's wind and solar installations and converts it into an equivalent amount of annual passenger vehicle emissions. The amount of wind and solar energy generated is based on total GW installed by MasTec and the EIA's 2020 industry average capacity factors.
	3) The number of metric tons of emissions avoided annually is calculated using the EPA's 2020 AVERT national average emission outputs for each KWH of energy generated, and is based on the renewable energy generated annually from MasTec's wind and solar installations. The amount of wind and solar energy generated is based on total GW installed by MasTec and the EIA's 2020 industry average capacity factors.

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

The content in MasTec's Sustainability Report, including documents or reports referred to herein, is based on available information as of December 31, 2020, unless otherwise indicated. 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.

Guided by experience.
Empowered by resources.
Driven by innovation.
Committed to a sustainable future.



MasTec
Infrastructure that Delivers

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