It’s so important to have the right building, the right resources, and this has been made possible by working with CfC. They helped us achieve our vision and a beautiful building.

-Waracu Kiiju, Executive Director of Flying Kites Kenya

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Flying Kites Preschool - Kenya
Dear CfC Stakeholder,

Since 2008, Construction for Change has had one big idea... access for all! We believe that all people, no matter where you live should have access to great facilities where they can be educated, have access to healthcare and improve their own economic mobility. This is an idea that requires individuals, corporations, governments and the non-profit community, through a web of trusting relationships, strategic alliances, and high impact collaborations, to join together.

This big idea starts with local, on-the-ground organizations, serving in some of the most difficult locations globally, providing their unique life changing services. These organizations are made up of teachers, doctors, nurses, trainers, counselors and many more for the purpose of helping people thrive. These organizations, which we call Project Partners, are why we exist. Our mission is to assist people to become healthier, more educated, and increase their economic mobility.

In 2018, Construction for Change embarked on a 3-year strategic Impact Plan which endeavored to achieve three things:
1. Grow Our Impact 4X
2. Develop a Scalable and Sustainable Model
3. Increase Staff Capacity

In what would have been the third and final year of our “Built to Thrive” campaign we suddenly found ourselves in the midst of a global pandemic. We were forced to pivot quickly and wanting to insure the well-being of our staff and partners, made the difficult choice to have everyone return to their home country. Our project sites around the globe were paused or totally shut down as everyone began to grapple with this new reality.

But as often happens when a small, innovative and resilient group of people are pushed to the limits, good things begin to manifest. Three key pivot points began to emerge for Construction for Change.

First, we needed to get more proficient at working remotely. Secondly, we knew we had to shift more rapidly than planned toward a localized model that would demand the hiring of talented construction management professionals within a region. Lastly, we needed to lean on our collaborators around the globe to be able to deliver their unique value in new and powerful ways.

While 2020 was a year filled with unprecedented challenges, many of which continue to plague communities around the world to this day, we find ourselves grateful for the ongoing impact that Construction for Change was able to achieve in 2020.

There have been countless companies, associations, foundations and individuals who have stood by us this past year as we have continued on our mission to facilitate the construction of social infrastructure around the globe. We are steadfast in our convictions that all communities should have beautiful facilities that only enhance the amazing front line work of our partners.

We invite you to review the following pages and be encouraged by the accomplishments and impact of our work in 2020. While we know 2021 will continue to offer its challenges, we welcome each of you to continue to collaborate as we Design, Build & Thrive.

Board Chair
Scott Lewis

Executive Director
Kevin Hunter
2020
15 COMPLETED PROJECTS

USA (6)

PALLET
The homelessness crisis is severely impacting cities and communities across the United States. In collaboration with Pallet Shelters, General Sheet Metal and other general contractors, sub-contractors and the SMACNA Association, CFC assembled and set 300 sheltering units in six different neighborhoods in Minneapolis MN, Portland OR, and multiple sites across Lane County OR, to provide dignified and safe temporary shelter.

USA
ST. JAMES EPISCOPAL CHURCH
The Community Center project was supported by St. James Episcopal Church in Kent. CFC and its probono design partner, SALUS Architecture, conducted feasibility and conceptual phase planning and conceptual design for the project.

UGANDA
MOTHER HEALTH INTERNATIONAL
To expand capacity and meet the increased needs of the community, the 30/30 Project and Construction for Change are built a labor and delivery facility for Mother Health International. The new structure allowed for three additional inpatient beds, a postpartum unit with 4-6 beds and a central room for visiting families. The expanded units fold into an already active clinic with strong community buy-in and proven financial sustainability.

KENYA
FLYING KITES PRESCHOOL
Across Kenya, only 16% of children attend early childhood education classes. Flying Kites wanted to provide early childhood education to serve the early learners to pre-university levels. The one story, open concept structure includes three primary areas: a central learning zone, a quiet zone and an art zone. The ceiling is cypress T&G surrounded by glass windows to allow natural light into the interior space.

KENYA
AMESTAY KITCHEN
6 schools supported by Flying Kites that are in their partner network in Njabini, Kenya. CFC provided probono preconstruction planning, budgeting and schematic design support for the future construction of the kitchens.

BOLIVIA
COVID DESIGN - IDH BOLIVIA
In collaboration with Adapтив Architecture and HDR’s Design & Others (D&O) Initiative, CFC created an open-source COVID-19 Response Unit Resource Guide to serve as a roadmap for designing or retrofitting a healthcare space to reduce the spread of this virus. CFC used this guide for Instituto Para El Desarrollo Humano (IDH) to design a COVID-19 testing clinic that will serve the most marginalized in Cochabamba.

TOGO (4)
INTEGRATE HEALTH
Integrate Health sought the services of CFC to renovate 9 government health clinics to create modern, clean spaces for quality healthcare. Basic infrastructure improvements were made, including the installation of wells and water towers for access to clean water and solar panels or new electricity connections to allow for reliable 24/7 power. New paint, ceilings, wash rooms and wall and floor tiles were added. New windows, fans and wire mesh were added to allow for proper ventilation while keeping insects and other animals out of the space.

USA
ST. JAMES EPISCOPAL CHURCH
The Community Center project was supported by St. James Episcopal Church in Kent. CFC and its probono design partner, SALUS Architecture, conducted feasibility and conceptual phase planning and conceptual design for the project.

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YEAR IN REVIEW

We will look back on 2020 as one of the most challenging years in our shared history. Construction for Change, like many other organizations around the world, had to confront the challenges brought by the COVID 19 pandemic.

In addition, we found ourselves fighting to confront the lingering inequities brought on by racism. Yet, amidst all the challenges faced in 2020, we also witnessed great acts of heroism and innovation from health workers, teachers, parents and organizations seeking to serve our worlds most vulnerable populations. We are proud and extremely grateful to say we completed 15 social infrastructure projects in 2020.

EAST AFRICA FIELD OFFICE

Under the leadership Anthony Muchiri, CFC’s Regional Field Director, the East Africa office continued to mature and mobilized a strong team of women Project Managers to lead diverse projects across East Africa.

SHELTER INITIATIVE

In collaboration with Pallet Shelters, CFC began facilitating the installation and development of small “village communities” for the unhoused across the United States. In 2020 CFC mobilized the goodwill of the construction sector to develop seven villages made up of 300 shelter units in Oregon and Minnesota.

M.J. MURDOCK CHARITABLE TRUST GRANT

2020 marked the second year of funding from the M.J. Murdock Charitable Trust. The capacity building grant continues to provide funding for three new staff positions and has dramatically increased CFC’s capacity to build a stronger and more sustainable organization, better positioned to serve our partners.

SQUARE FEET CONSTRUCTED

19,633

ANNUAL USERS

31,753

PROJECTS ON BUDGET

100%

PROJECTS ON TIME

92%

PROJECT MANAGERS ARE FEMALE

81%

PROJECT MANAGERS ARE BIPOC

57%
STRATEGIC PLAN UPDATE

In 2018, CfC launched our 3 year strategic plan with the ultimate goal of increasing the number of projects completed annually. With more projects completed each year, more nonprofits around the globe have the facilities to increase their service delivery. Ultimately, this equates to more people having access to education, healthcare and economic mobility.

GROW OUR IMPACT BY 4

The demand for well-built facilities for global non-profits and governmental ministries is high. In order to meet this demand to manage the design and construction of new buildings, we identified key targets. After two years of adopting our strategic plan, CfC has:

- Continued to migrate toward a mix of larger project partners in strategic regions
- Continued our growing trajectory of completed projects annually
- Continued to promote and grow the number of women and BIPOC leading CFC projects
- Added a global construction firm as a collaborating partner, providing access to multi governmental collaborations

DEVELOP A SUSTAINABLE MODEL

We recognize and embrace the need for a model that promotes efficiency and value to our Project Partners. We have focused our partnerships within geographic regions that promote long term engagements across multiple building phases and whom can benefit from our services.

- Continued development of 23 strategic Project Partnerships globally
- Grown 2x of program service revenue and 2x in In-Kind Revenue in 2020
- Our collaboration with organizations endeavoring multiple building phases has reached 52%
- Prioritized partnership development in Africa, and the Americas/Caribbean regions while maturing East Africa HUB Office

INCREASE STAFF CAPACITY

In order to scale our impact, we identified a number of key positions and staff role: Administration and Operations Manager, Construction Project Manager for US based projects. Due to a 3-year grant from the MJ Murdock Trust, 3 existing staff roles entered their second year. Because of the added skills and capacity, we have:

- Grown our strategic presence in East Africa / Nairobi Kenya
- Expanded CfC's internal construction management capacity
- Continued the maturation of CfC's brand, messaging, and monitoring and impact data collection
- Developed an East Africa based team of four women construction management professionals for deployment CFC HUB Projects
ALL TIME IMPACT
NUMBERS: 2009 - 2020

341,452 Lives impacted annually

276,185 Square feet constructed

55% Project Managers are Female

25% Project Managers are BIPOC

98% Projects delivered on budget

93% Projects delivered on time

99% Locally sourced materials

1,597 Local laborers employed

276 Projects

- 36% Health
- 14% Economic
- 23% Solar
- 9% Shelter

12

2020 ANNUAL REPORT
Construction for Change is a nonprofit construction management organization. Construction for Change (CfC) comes alongside NGOs to build facilities in the health, education and economic mobility sectors. As a nonprofit, we care about the lasting impact on partner communities. We value sourcing materials locally, employing the community, and stimulating the local economy.

**Mission**

Construction for Change partners with nonprofit organizations to build spaces where people can become healthier, better educated, and increase economic mobility.

**Vision**

Every person – regardless of where they live – has access to well-built spaces where they can thrive.

**Values**

- Collaborative
- Strategic
- Mission-Focused
- Resourceful
- Respectful
- Transparent
### Financial Summary

#### Assets 2020

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Cash Assets</td>
<td>$640,604.00</td>
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<tr>
<td>Accounts Receivable</td>
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<tr>
<td>Pre-paid Expenses</td>
<td>$646,090.00</td>
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<tr>
<td>Total Current Assets</td>
<td>$646,090.00</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$646,090.00</strong></td>
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#### Liabilities and Net Assets

<table>
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<tr>
<th>Description</th>
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<td>Current Liabilities</td>
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<tr>
<td>Accounts payable</td>
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<tr>
<td>Net Assets</td>
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<td><strong>Total Liabilities And Net Assets</strong></td>
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#### Revenue

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Contributions (individuals, foundations, corporate)</td>
<td>$297,044</td>
</tr>
<tr>
<td>Program Revenue</td>
<td>$178,389</td>
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<tr>
<td>Gift In-Kind Revenue (program)</td>
<td>$1,078,930</td>
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<tr>
<td>Government Grants</td>
<td>$67,600</td>
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<tr>
<td><strong>Total Revenue (including Gift In-Kind)</strong></td>
<td><strong>$1,613,963</strong></td>
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#### Expenses

<table>
<thead>
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<tbody>
<tr>
<td>Program Expenses Cash</td>
<td>$612,274</td>
</tr>
<tr>
<td>Program Expenses In-Kind</td>
<td>$1,078,930</td>
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<tr>
<td>General Management and Administration</td>
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<tr>
<td>Fundraising Expenses</td>
<td>$146,347</td>
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<tr>
<td><strong>Total Expenses (including Gift In-Kind)</strong></td>
<td><strong>$1,978,297</strong></td>
</tr>
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*Financial statements are unaudited.*
CORPORATE & FOUNDATION DONORS

AGC Construction Leadership Council
Adaptiv Architecture
Alliant Systems
ARCO/Murray
CollinsWoerman
Coughlin Porter Lundeen
General Sheet Metal
HDR - Design 4 Others
Hermanson Company
Holmberg Mechanical
Johansen Mechanical, Inc.
Lease Crutcher Lewis
McKinstry
Oles Morrison
Ryan Companies
SALUS Architecture
Sellen
Sextant Foundation
Sheet Metal Institute
SMACNA - Western Washington
SMACNA - Oregon & Southwest Washington
TCM – a Southland Industries Company
Turner Construction
United Association Local 32

IN-KIND SUPPORTERS
BOARD OF DIRECTORS

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Project Manager
Sellen Construction

Meghan Douris, Board Member
Partner
Oles Morrison Rinker & Baker

J.P. Harlow, Board Member
Senior Vice President
Lincoln Property Company

Jackie Jensen, Board Member
Partner
Mix Sanders Thompson

Troy Leland, Board Member
Managing Director
Savills North America

Scott Lewis, Board President
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Julie Muller, Secretary
Executive Vice President
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Ellie Perka, Board Member
Shareholder
Lane Powell

Adam Rohde, Board Member
Executive VP – Chief Operating Officer
Sustainable Living Innovations

Mark Washington, Board Member
Executive Vice President
CBRE

Bryan Boettger
Principal + Lead Strategist
Estate Four