OUR CORE VALUES.
"The success of the Company in the past and in the future will be determined by the team work of the entire organization. Each and all members share in the responsibility."

– Peter Kiewit, 1945
A MESSAGE FROM OUR CHAIRMAN AND CEO

Kiewit’s core values are more than just a set of words that reflect our goal to be the best contractor on Earth. Our company core values and their expected behaviors are the business ethics that guide our employees’ conduct. They’re guideposts embedded in every corner of our company culture — high standards built around our people, integrity, excellence and stewardship to help drive sound ethical and financial decisions. Peter Kiewit may not have called them core values when he stated this goal back in 1946, but they’re certainly a reflection of how our company has sustained best business practices since its earliest days. They’re also the keys to navigating an ever-changing industry.

Through this book you’ll learn how Kiewit defines each core value and the expected behaviors associated with them, along with real-world scenarios to put them into perspective. You’ll also find personal messages from Kiewit leaders who understand the importance of raising the bar and setting a strong example.

At its very core, Kiewit is built on these sound business ethics which have stood the test of time.

Chariman and CEO
Bruce Grewcock
OUR CORE VALUES ARE OUR BUSINESS ETHICS

When Peter Kiewit started the company, he strove to make sure that every deal was honest and fair. As our company has evolved and grown over the years — and the environment in which we operate is more global, diverse and complex — we must uphold those same business ethics in everything we do.

*Kiewit Corporation’s four core values – People, Integrity, Excellence and Stewardship – are our business ethics.*

Along with their expected behaviors, these values clarify and communicate our view, passed from one generation to the next, about how to do the right thing.

These values have stood the test of time and reflect why we have been in business since 1884. Our core values provide all of us guidance when we are faced with an ethical question at work. Each core value is supported by expected behaviors, which identify some of the policies and practices relevant to ethics and compliance issues. We can find policies in addition to our core values in our Kiewit Corporate Policy Manual.
OUR CORE VALUES AND EXPECTED BEHAVIORS

**PEOPLE**

We care for the well-being of our people and help them grow in their ability to be successful.

**EXPECTED BEHAVIORS:**
- We begin everything with safety.
- We make our health and that of our families a priority.
- We treat everyone with dignity and respect.
- We train and mentor at all levels.
- We communicate in an open, constructive and candid manner.
- We support each other’s efforts as one team.

**INTEGRITY**

We conduct our business to the highest ethical standards and take responsibility for our actions.

**EXPECTED BEHAVIORS:**
- We deal fairly with everyone in an honest and straightforward manner.
- We honor our commitments.
- We avoid conflicts of interest.
- We adhere to the laws, regulations and policies governing our activities.
- We refuse to make or solicit improper payments.
- We maintain operational and financial records accurately and truthfully.

**EXCELLENCE**

We commit to excellence in all we do with a focus on quality and continuous improvement.

**EXPECTED BEHAVIORS:**
- We seek to be the best in everything we do.
- We deliver the highest value to our clients with a sense of urgency.
- We encourage new ideas and seek continuous improvement.
- We are competitive and welcome a challenge.
- We are entrepreneurial and demonstrate initiative in seeking new opportunities.
- We build our work right the first time and meet or exceed client expectations.

**STEWARDSHIP**

We preserve Kiewit’s unique culture to build a stronger organization for future generations of employees.

**EXPECTED BEHAVIORS:**
- We prosper by managing to our values.
- We make a positive impact on our communities.
- We develop each new generation of leaders.
- We never sacrifice long-term goals for short-term gain.
- We embrace the principles of broad-based employee ownership.
- We conduct our business in a sustainable manner.
WE CARE FOR THE WELL-BEING OF OUR PEOPLE AND HELP THEM GROW IN THEIR ABILITY TO BE SUCCESSFUL.

“We know that our focus on people has been positive for us and has helped make Kiewit a better place to work, and a better company.”

– Rick Lanoha, 2015

HOW TO LIVE OUR CORE VALUES AND EXPECTED BEHAVIORS

People

We begin everything with safety.

Safety is ingrained in everything we do — Nobody Gets Hurt. We care about the people we work with, and we take this responsibility very seriously. Watching out for each other means speaking up — regardless of our position within the company — when we see someone working unsafely or if we believe something isn’t up to our safety standards. When an incident happens, we put people, and their care, first. We all play an active role in creating a safe environment, and we use Kiewit’s proven tools to maintain safety at all levels.

- Safety Policy
- Safety Portal Site

We make our health and that of our families a priority.

We want everyone at Kiewit to be their best possible selves, so wellness is important. Research shows that feeling good both physically and mentally can help us have stronger ethics. When we’re tired and run-down, we’re more likely to make poor choices. By having paid time off (PTO) and company holidays, we encourage one another to take care of ourselves, which, in turn, improves our ability to make decisions and to do the right thing instead of the easy thing.

- My Health Services (US) (CAN)
- Wellness Account (US) (CAN)
- Health Advocate
- Employee Assistance Program (US) (CAN)
- Employee Leave Policy
We respect people as human beings. Respectful behavior extends to everyone in the company, as well as prospective employees, subcontractors, vendors and clients. We believe in an inclusive environment and community. We have policies in place to ensure that we have a workplace that is free from discrimination. If we see discrimination or feel we are being discriminated against, we don’t hesitate to take our concerns to management or Human Resources (HR).

- EEO, Anti-Harassment and Non-Discrimination
- Harassment and Discrimination *Canada Operations* Policy

We treat everyone with dignity and respect.

We train and mentor at all levels.

We are dedicated to helping each other grow. We do this informally by looking to each other for guidance. We ask questions and seek one another’s counsel. We do this formally through on-the-job training, education at department and district meetings, e-learning courses and Kiewit University. We encourage each other to take advantage of training and educational tools available.

- Kiewit University Portal Site
- Expense Reimbursement Policy
- Professional Certifications and Organizations Policy

What would you do?

Jack’s manager routinely calls him “Gimpy,” a reference to his slight limp due to a minor medical condition. Jack has repeatedly told his manager he doesn’t like it, but his manager continues to address him by the nicknames. Jack feels disrespected, but is worried that if he reports his manager, he will face consequences at work. What should he do?

As part of our core value of People, we expect everyone to be treated with dignity and respect. Jack should speak to HR personnel, the EEO officer, Employee Relations or the Legal Department because speaking up contributes to our culture of dignity and respect. We want everyone to communicate in an open, constructive and candid manner, and sometimes this means having difficult conversations. Kiewit does not tolerate conduct that creates an intimidating, hostile or offensive working environment. We have a policy against harassment and retaliation, which also means that Jack should have the expectation that he will not be adversely treated by anyone for reporting his valid concerns. By talking to HR or any of the other groups previously mentioned, Jack needs to know that he has the backing of the company to help him address this issue.
**WHAT WOULD YOU DO?**

John, a Kiewit foreman, awkwardly hurt his wrist this morning, and it is now pretty swollen. The project manager instructs Pablo, the superintendent, to tell John to put an ice pack on it, take some ibuprofen and maybe wait a few days before seeking medical attention. Pablo knows that John is in pain. What should Pablo do?

One of our core values at Kiewit is People. Since we begin everything with safety and make our health a priority, Pablo should have a discussion with John to see how he feels and if he believes he needs to get medical attention immediately or not. By forcing an employee to wait to get medical attention, the project manager is not demonstrating care of John’s well-being. We expect everyone to take responsibility for their actions and operate with integrity. Trying to prevent an employee from seeing a doctor if or when needed — or not reporting a workplace injury — violates the company’s safety policies.

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**We communicate in an open, constructive and candid manner.**

Inside and outside of work, our words and actions are a reflection of Kiewit. Each of us grows from timely feedback and in sharing lessons learned and best practices. We use our core values to guide our demeanor in our face-to-face and written communications.

On social media, we have the right to talk about Kiewit in personal posts, but these posts should be honest and accurate. We use common sense and are careful when posting publicly on the internet about work. We strive to represent Kiewit in the best way, and we don’t post confidential information on social media pages about Kiewit, our projects, other employees, clients or suppliers. We always keep in mind that we will be held accountable for our actions. We look to our Social Media Guidelines and Frequently Asked Questions for more guidance on use of both internal and external social media.

- Corporate Communications Policy
- Social Media Guidelines
- Social Media Frequently Asked Questions
- Social Media at Kiewit Operations Procedures
- Pulse Quick Guide

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**We support each other’s efforts as one team.**

We look to one another for advice, and ask each other, “Can you help me with this?” We have a 1Kiewit mentality; we are not about one specific person, team, project, mindset or location. And our shared core values bind us all together.
“To me, integrity means being truthful with each other, being truthful with the company and being truthful with our clients.”

– Bill Grewcock, 1989

We deal fairly with everyone in an honest and straightforward manner.

We are honest in every interaction and transaction we have with co-workers, clients, vendors, the public and more. Any statement, representation and certification we make on behalf of Kiewit — whether written or oral — must be accurate, truthful and timely. This includes employee correspondence, statements to government organizations, employee records, posts on social media, etc.

- Corporate Policy Manual
- Corporate Communications Policy

We honor our commitments.

When we say we’re going to do something, we do it. We show respect and goodwill to those around us, including our co-workers and clients, by keeping our promises. We honor our commitments by completing quality work on time, and one way we do this is through the accurate and timely submission and review of claims, change orders and pay requests. We also keep the appropriate information confidential.

- Contract Payment and Claims Procedure Policy
- Contract Payment and Claims Procedures Manual
- Confidential and Non-Public Information Policy
- Privacy Policy
- Plan Participant / Notice of Privacy Practices Policy
WHAT WOULD YOU DO?

Zach is at lunch with Stephanie, a long-time friend. Stephanie read in the newspaper that Kiewit is pursuing work on Project X Factor, and she asks Zach if he’s heard about the results of the project pursuit Kiewit is leading. Zach is in a leadership role on the pursuit and knows that they won the bid, but is bound to a confidentiality agreement by the client until it announces the results publicly next week. Can Zach tell Stephanie about the results, especially since the decision is final — it just hasn’t been announced by the client yet?

As employees, we uphold our core value of Integrity by adhering to the laws, regulations and policies governing our activities. Protecting confidential, sensitive information applies to company and client information. Zach should not share the information with Stephanie because it’s not honoring Kiewit’s commitment to the client and it isn’t a fair business practice to prematurely disclose the results of the project bid. Our Confidential And Non-Public Information Policy states: “…If any employee has any question as to whether certain Company Information qualifies as personal or confidential or is not otherwise publicly known, the employee should presume that the information is in fact confidential and non-public, and subject to this policy.”

We avoid conflicts of interest.

Our business loyalty is to Kiewit. We avoid situations where our personal interests conflict with, or even appear to conflict with, the interests of Kiewit. We know that starting our own small businesses, using Kiewit property in certain ways or handling client information, etc. could look like we aren’t being loyal. So we keep an eye open for challenges. We work to minimize conflict of interest problems.

- Conflict of Interest Policy Manual
- Insider Trading Policy
- Technology Use Policy
- Company Vehicles Policy

We adhere to the laws, regulations, and policies governing our actions.

We know that having integrity means that we take the time to learn the laws and regulations that guide our business and the guidelines that Kiewit has established. We make good decisions with these rules in mind. We do this because we believe in acting with integrity. If the government requests information, we refer all requests to an attorney in Kiewit’s Legal Department or appropriate management. We also keep appropriate information confidential.
WHAT WOULD YOU DO?

Kevin is on the road at a weeklong conference in Montreal. All meals and snacks are provided for attendees the entire week. On one of the evenings, Kevin meets a friend that happens to be in town for drinks. Kevin logs the bill as a dinner on his expense report. Did Kevin do anything wrong?

At Kiewit, we tell the truth and walk our talk because that’s what a person with integrity does at all times. All company records, including expenses, need to be accurate and truthful when submitted. Kevin should not have lied on or misrepresented the report and said he went out for a business dinner when it was actually a personal visit. In doing so, he violated the Expense Reimbursement policy.

We refuse to make or solicit improper payments.

As we operate in many geographic locations, it is our responsibility to understand and follow all laws applicable to where we operate. Even if it is standard practice in that location, we don’t accept kickbacks; we never pay for business “under the table” and we never accept payments or incentives that could be seen as questionable. We strive for transparency and honesty in all of our dealings, and this includes any third-party business partnerships.

- Anti-Corruption & Bribery Policy
- Anti-Corruption & Bribery Manual
- Contract Payment and Claims Procedure Policy
- Contract Payment and Claims Procedures Manual

We maintain operational and financial records accurately and truthfully.

It’s important we protect our company’s reputation of integrity, so we have policies, procedures and internal controls in place to ensure our accounting and financial reporting is accurate, complete, and truthful. These internal controls detect and prevent improper conduct, and we regularly assess and adjust these to ensure they continue to remain effective. We know that records should be well documented and organized, and we use technology tools to help us track this information. We know it is against Kiewit’s policy to falsify records, conceal or steal funds, or keep inaccurate financial records. We also keep appropriate records confidential.

- Expense Reimbursement Policy
- Financial Reporting Policy
- Records Management Policy
We must continue to be a company that is committed to personal accountability, seeking excellence and guided by integrity in everything we do.”

– Ken Stinson, 2013

EXCELLENCE

We commit to excellence in all we do with a focus on quality and continuous improvement.

We seek to be the best at everything we do.

Simply put, excellence is seeking to be the best at everything we do. Peter Kiewit’s vision to be the best contractor on Earth is as relevant and invigorating today as it was back then.

We deliver the highest value to our clients with a sense of urgency.

We expect each project team to initiate its own quality assurance efforts to make sure we meet our corporate quality objectives. The Center of Excellence provides employees with a place to share standards, best practices and lessons learned.

• Center of Excellence (contains our standards)

We encourage new ideas and seek continuous improvement.

We are always looking for ways to improve how we operate. We monitor our performance against agreed upon objectives. We work efficiently in accordance with our standards, always keeping in mind the safety of ourselves and those around us.
WHAT WOULD YOU DO?

Linda’s project is preparing to grout the cable pockets in a cable-stay bridge. As they’re preparing for the installation, Linda notices that the grout just expired beyond its 12-month shelf life, but firmly believes the grout should still be more than fine. The project is cutting it close on their schedule and getting new grout to the site will put them behind. What should Linda do?

We commit to excellence in all we do as part of our core values of Excellence. The company is committed to building our work right the first time. Linda should make project management aware of the expiration date of the grout so new grout can be ordered. Kiewit’s Quality policy is to meet project requirements as defined by contract documents and to adhere to corporate quality objectives.

We are competitive and welcome a challenge.

We believe in fair competition. We encourage a level playing field in our industry. We don’t engage in unethical behavior such as bid rigging, price fixing, and we abide by antitrust laws. And when the playing field is fair, we will rise to the challenge, compete, and win with the confidence that we’ve succeeded the right way.

- Antitrust & Competition Policy
- Antitrust-Competition Compliance Manual

We are entrepreneurial and demonstrate initiative in seeking new opportunities.

Excellence requires that we try new ways to do business. We display the innovative attitude that flows from open thinking and a supportive environment.

We build our work right the first time and meet or exceed client expectations.

We strive to know what’s expected of us to ensure we build our work right the first time so we meet and exceed our clients’ expectations. We have policies, procedures and initiatives that safeguard this excellence.

- Quality Policy
We prosper by managing to our values.
Managing to our core values means that we keep them top of mind in every action we take and decision we make. From pounding a nail to setting a business strategy, when we use our core values to guide our actions, we help ensure Kiewit maintains its strong reputation.

We make a positive impact on our communities.
It is important to give back to the communities in which Kiewit operates, and we do this by initiating or participating in community and civic activities. This includes volunteering, completing civic duties, and serving on boards (with proper approval from Kiewit). Laws and regulations restrict Kiewit’s political engagement, and company money isn’t donated to any political campaigns or government entities unless approved by our CEO.

- Conflict of Interest Policy
- Corporate Contributions Policy
- The Kiewit Commitment

We develop each new generation of leaders.
We train and mentor at all levels while developing leaders at the same time. One specific way we do this is during our Annual Review cycle when employees set career and performance goals. This offers a formal opportunity for potential leaders to be identified and coached through our Succession Program, additional training, and/or identification of additional career experience needs.

- Talent Navigator (contains Performance Goals, Career Development, and Annual Review process under Evaluations)
WHAT WOULD YOU DO?

Jake is new to his environmental coordinator role on a project that is more than 50 percent complete. After reviewing all of the project’s key files, he notices that one of the permits required hasn’t been obtained. Jake approaches the project engineer about this concern, but is told that the project has “made it this far just fine, so it should be ok to continue proceeding without it.” Jake isn’t satisfied with this answer. What should he do?

To ensure he is living and following our core value of Stewardship, Jake should escalate the issue and report the missing permit to the project manager. The project engineer is thinking about the short-term situation, instead of the long-term implications and potential outcomes. At Kiewit, we never sacrifice long-term goals for short-term gains.

We are committed to being good environmental stewards in all locations where we live and work. We innovate ways to reduce or eliminate any adverse environmental impact of our work in these communities. Kiewit responds to the impact our work has on the natural environment by consistently evaluating and improving our efforts so that our projects work in harmony with the environment. This includes fully cooperating with regulatory agencies conducting inspections and/or investigations.

- Environmental Policy
- Environmental Program Manual
- Sustainability Program

We never sacrifice long-term goals for short-term gain.

Our long-term vision at Kiewit is to be the best contractor on Earth. We don’t cut corners or take the easy way out because that kind of short-sighted behavior doesn’t align with our ideals. We think long-term about how our organization and behavior impacts our clients, the industry and communities in which we operate.

We embrace the principles of broad-based employee ownership.

Our employee-owned mindset is a cultural attitude that empowers employees to feel invested in the business they’ve helped build. When employees are invested, everybody benefits.

We conduct our business in a sustainable manner.

Our long-term vision at Kiewit is to be the best contractor on Earth. We don’t cut corners or take the easy way out because that kind of short-sighted behavior doesn’t align with our ideals. We think long-term about how our organization and behavior impacts our clients, the industry and communities in which we operate.
MAKING THE RIGHT CALL

SOLVING ETHICS CHALLENGES

There are two types of ethical challenges at work:

1. Ethical temptations — ethical temptations happen when our commitment to business ethics is challenged; a person knows right from wrong but is compelled to do the wrong thing by other people, business considerations or personal blindspots. Blindspots are the psychological tendencies that blind us to right decision and right action. These blindspots can get in the way of our commitment to doing the right thing.

2. Ethical dilemmas — an ethical dilemma occurs when a person knows right from wrong but is stuck between two competing values and isn’t sure which option to choose.

We’ve provided some tools that can help us address these ethical challenges.

Ethical Temptations

Research shows if we take time to think about our actions, we’re more likely to overcome temptations and do the right thing. In these kinds of situations, we can ask ourselves the following questions:

- What would our core values tell me to do?
- What would someone I admire tell me to do?
- Would I want my actions broadcast on the news?

Ethical Dilemmas

Ethical Dilemmas are tricky and complex. Just like strategic decision-making, the engineering design process and risk assessment, we make the best decisions when we follow a protocol or procedure. Below is an ethical decision making model that can be one resource we use to work through tough ethical decisions.

1. List all relevant facts.
2. Identify the stakeholders, that is, anyone who will be impacted by the outcome of the situation.
3. Brainstorm options. Try to identify three or four ways to address the problem.
4. Consider ethical reasons for each option. Don’t forget to put our core values front and center and ask, "How does this option uphold People, Integrity, Excellence and Stewardship (PIES)?"
5. Decide which option is best overall and be prepared to explain it using the ethical reasons considered above.

Questioning ourselves and using the ethical decision making model are just two of the tools we can use to work through ethical challenges. If we are ever unsure about what to do in a situation, we seek guidance from our manager, or other department or district management.
We are loyal and care about Kiewit’s reputation. Keeping each other accountable is part of what we do. This means we have to report perceived unethical or illegal behavior. It is our duty to Kiewit, our coworkers and our clients to report all suspected or actual violations of our core values, company policies, or the law. It doesn’t matter who the person is or their position in the company; if we suspect unethical behavior, it is our obligation to report it. If we suspect or are aware of misconduct, or if we have a question about what is the right thing to do, we use any of the following resources:

**REPORTING LINE**

The Reporting Line operates 24 hours a day, 7 days a week, and reports may be made anonymously.

**Your Manager or Management**

- **North America:** 1-800-901-1087
- **TIC:** 1-866-333-7165
- **Australia:** 1-300-725-860

**Outside North America or Australia**

- **Outside North America or Australia:** 314-628-2959
- **Outside North America or Australia:** 1-402-342-2052
- **Ask to speak with Human Resources**
- **Mexico:** 01-800-681-8166

**NON-RETLATION**

When we act in good faith and report perceived unethical or illegal behavior, we can expect that Kiewit will stand behind us. It will. There is no tolerance for retaliation at Kiewit. Period. Anyone found to have retaliated or discriminated against an employee who uses Kiewit reporting tools in good faith is subject to discipline, up to and including termination.

- Reporting Violations in Policy Manual
- Reporting Line Posters

**CONSEQUENCES FOR VIOLATIONS**

We aspire to live by our core values. We are held accountable for our actions. If we violate, or fail to report known or suspected violations of our core values we will be subject to appropriate disciplinary action, up to and including termination.

- Reporting Violations in Policy Manual
- Government Inquiries in Policy Manual
Peter Kiewit was committed to making sure that every deal was honest and fair. He understood the need for a strong ethical culture and impeccable reputation. His commitment is embodied in our core values of People, Integrity, Excellence, and Stewardship. Along with the expected behaviors, these values are our Business Ethics and Code of Conduct.

Daily business pressures can be intense. Our core values are a helpful first resource that reminds us of our commitment to business ethics and helps us understand how to do the right thing at work and encourage others to do the same.

At Kiewit, employees routinely live the company’s core values and expected behaviors. It’s just the way our culture works. However, when employees are going above and beyond, modeling and exemplifying the best of what our values represent, it’s important that we recognize those actions and deeds. One of the ways we do this is through our company’s core values coins. It’s not just about the coins you receive, but also the ones you can give to others to recognize the behaviors we want everyone in the company to model. For more information on obtaining core values coins for recognizing those on your projects or teams, visit the Kiewit Company Store.