



# S U S T A I N A B I L I T Y

2022 REPORT



► Message from Management

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# Message from Management

I'm proud to share Kiewit's 2022 Sustainability Report on behalf of all Kiewit employees.

Our report highlights important efforts that help drive how we operate as a responsible, sustainable business. You'll see updates on the progress we made in 2022, and where we're headed in 2023 and beyond.

While this is the first Sustainability Report we've published, much of what you'll read about has been fundamental to how we've successfully run our business for years. Importantly, the foundation of our sustainability efforts has always been our Core Values — People, Integrity, Excellence, Stewardship — which guide how we engage with all our stakeholders, including employees, clients, business partners and communities.

Those values have shaped how we ensure the safety, wellbeing and development of our people; build a diverse workforce and strong supply chain; act as good stewards of the environment; and engage in meaningful ways where we live and work.

We're also proud to partner with our clients to deliver projects that are making communities more resilient and sustainable. Kiewit teams are building flood control solutions, improving and safeguarding drinking water supplies, providing alternative transportation solutions, enabling better access to health care, integrating renewable energy sources, designing decarbonization strategies, and much more. From coast to

coast across North America, our operations have a significant, meaningful impact – and we take that responsibility seriously.

As an employee-owned company, Kiewit has always been focused on the long term, ensuring each generation does its part to leave the company and everywhere we work a better place for those who come after us. That's why we encourage everyone, at all levels and in all disciplines, to develop new and better approaches that move our business toward more sustainable practices and solutions that benefit our projects, people and communities.

I'm continuously inspired by our people and the passion they put into what they do. Their drive to do what is right and strive for excellence is what will assure our future success. Thanks for taking the time to read about their work.



RICK LANDHA  
President and Chief Executive Officer

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# About Kiewit

Kiewit is one of North America's largest and most respected construction and engineering organizations.

Our roots date back to 1884 when we got our start as a masonry contractor in Omaha, Nebraska. Today, we offer construction and engineering services in a variety of markets including transportation; oil, gas and chemical; power; building; water; industrial; and mining.

Kiewit is one of the largest privately held, employee-owned firms in North America. We value our reputation as a true meritocracy.

We operate through a network of subsidiaries in the United States, Canada and Mexico.

Kiewit Corporation completed an acquisition of Weeks Marine, Inc. and its subsidiaries Healy Tibbitts Builders, Inc. McNally International, Inc. and North American Aggregates on Jan. 1, 2023. Weeks Marine, Inc. data and information is not included in this report.



2022 REVENUE

**13.7**  
BILLION

2022 EMPLOYEES

**27,500**  
EMPLOYEES

ENGINEERING NEWS-RECORD RANKINGS

**#4**  
TOP 400  
CONTRACTORS

**#18**  
TOP 500  
DESIGN FIRMS

ON-SITE RANKING

**#6**  
TOP 40  
CONTRACTORS  
IN CANADA



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# Sustainability at Kiewit

**Mission statement:** We are building for North America's future. We conduct our business in a way that sustains the natural environment, the prosperity of our employees and communities, and our economic growth.

Our Sustainability program is defined under three core pillars – Environmental, Social and Governance – with a defined objective and material topics for each pillar.



## ENVIRONMENTAL

Be responsible stewards of the environment and pursue opportunities to operate our business more sustainably

### MATERIAL TOPICS

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption
- Waste & Recycling



## SOCIAL

Ensure the safety, wellbeing and success of our workforce, business partners and communities

### MATERIAL TOPICS

- Health & Safety
- Diversity, Equity & Inclusion
- Talent Development
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## GOVERNANCE

Conduct our operations responsibly and with integrity to build a stronger organization for future generations of Kiewit employees

### MATERIAL TOPICS

- Corporate Governance
- Supply Chain

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### Sustainability Governance

Consistent with our core values, Kiewit has a strong record of upholding high standards of governance, ethics, compliance and risk management. Our governance framework for sustainability begins with our Executive Committee, which is responsible for the direction and oversight of our programs and strategic efforts. The Executive Committee is ultimately responsible for how we manage sustainability and ESG-related issues and risk.

### Sustainability Committee

Responsibility for the ongoing planning and implementation of the company's sustainability program belongs to Kiewit's Sustainability Committee. This group of operational and functional leaders includes representation from construction and engineering operations, communications, compliance, corporate giving, environmental, equipment, human resources, legal, safety, supply chain and procurement, technology and other key disciplines. The Sustainability Committee, under oversight of the Executive Committee, defines Kiewit's sustainability material topics, identifies key strategies and deliverables, and analyzes data to make informed decisions to ensure continued progress toward our sustainability goals. This

committee meets monthly and provides progress reports and assessments to the Executive Committee, which in turn informs and consults with the company's Board of Directors.

The foundation on which Kiewit's sustainability program is built is the company's compliance and risk management programs, which provide operations and legal governance on key areas of business- and project-specific risks. Kiewit performs periodic internal audits, enterprise risk assessments and project-specific risk identification and mitigation measures to supplement and enforce its compliance programs.

# Our Projects

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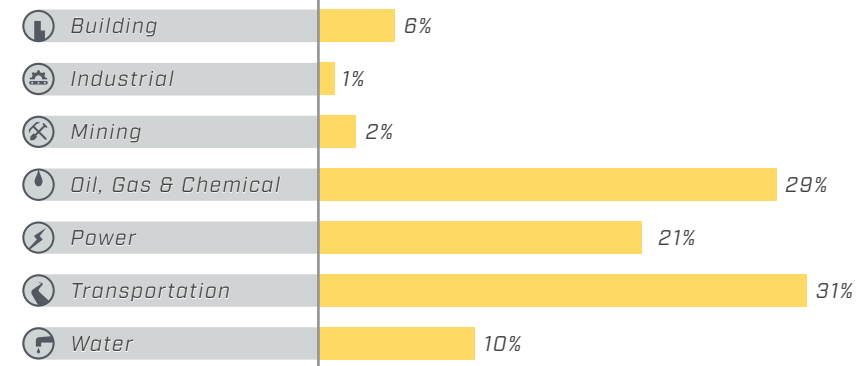
We're building for North America's future. We partner with our clients to deliver projects that improve livelihoods. Our goal is to transform our construction and engineering expertise into projects that have a positive impact on the quality of life in communities across North America — today and in the future.

The diversity across our projects in terms of the markets we serve, contract size, contract model and geographic location, helps ensure the long-term stability of our business.

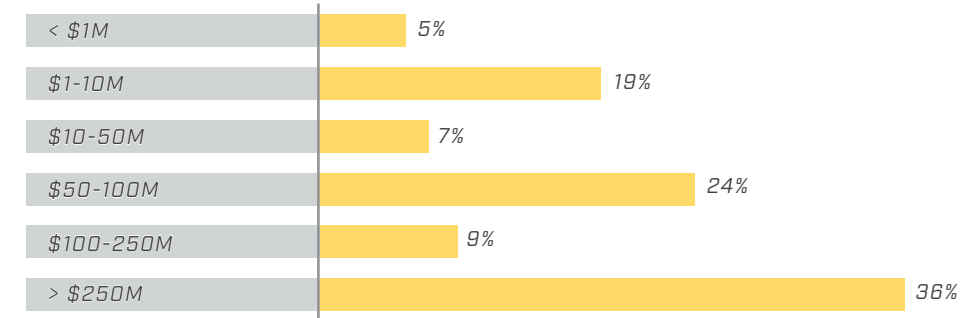
Highlighted on the following pages are some of the projects underway or completed by Kiewit teams in 2022. These projects demonstrate how Kiewit, alongside our clients, is helping to improve livelihoods in the communities where we work and live.



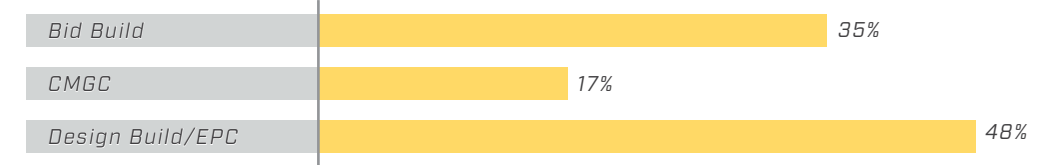
### Markets



### Contract Size



### Delivery Models



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## Powering the Energy Transition

Kiewit helps clients develop power generation, distribution and storage projects to responsibly meet the demand for power in North America. Some of the projects underway in 2022 are highlighted here.

### **Utility-Scale Solar**

Primergy selected Kiewit Power Constructors Co. as the engineering, procurement and construction (EPC) partner for its \$1.2 billion Gemini Project located near Las Vegas, Nevada. By using raised rows of solar modules, nearly 80 percent of land will remain open to the sky at the Gemini solar project, helping to protect and preserve the existing natural environment. It's one of the many innovative aspects of the project, which will have the capacity to provide reliable clean energy to more than 260,000 homes in Las Vegas.

### **Alternative Fuels**

Kiewit successfully completed the first test to combust a blend of hydrogen and natural gas at the 485-MW Long Ridge Energy Terminal. Long Ridge is one of the first power plants in the U.S. created to generate power with hydrogen fuel and was named the "2022 Top Gas Plant" by POWER Magazine. The transition to 100% hydrogen will be accomplished over the next decade.

### **Transmission & Distribution**

Kiewit was selected to lead two key components of the Champlain Hudson Power Express project, which will provide 1,250 MW of clean and renewable energy from Hydro-Québec to New York City. The company is the engineering, procurement and construction (EPC) contractor for a new 400kV high-voltage

direct current converter station, consisting of a switchyard, an air insulated substation and drilled pier foundations for the entire facility. Kiewit is also installing approximately 146 miles of 400kV terrestrial high-voltage direct current line. With an anticipated operational date of Spring 2026, the system will have the capacity to power more than 1 million homes.

### **Energy Storage**

Hydrostor selected Kiewit Engineering Group Inc. to advance engineering for the 500MW Willow Rock Energy Storage Center — the largest stand-alone energy storage project in California. Once complete, Willow Rock will be capable of providing reliable power for up to 400,000 homes over eight hours and serve as a reliable energy source for decades.

### **Lower-Carbon Intensity Fuels**

Kiewit and its subsidiary Cherne are supporting Phillips 66 on their Rodeo Renewed energy transition project, which will provide sustainable, low-carbon fuels for the West Coast. The conversion will reduce emissions from the facility and produce lower carbon intensity transportation fuels.

Pictured right: Gemini Solar





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## In-Road Wireless Charging Technology Comes to Life

On September 21, 2022, Kiewit, alongside Electreon, a leading provider of in-road wireless electric vehicle (EV) charging technology and Advancing Sustainability through Powered Infrastructure for Roadway Electrification (ASPIRE), a National Science Foundation-funded Engineering Research Center, successfully installed Electreon's first in-road wireless dynamic EV charging system in the United States.

This demonstration project, located at ASPIRE's research test track in Logan, Utah, consists of over 160 feet of electric vehicle charging technology embedded in pavement. This technology, known as dynamic inductive charging, allows compatible EVs to continuously charge while driving over the road.

ASPIRE's research test track will serve as a live demonstration facility that allows current and potential clients to experience Electreon's technology first-hand.

In addition to the demonstration project in Utah, Kiewit is collaborating with Electreon as they look to deploy their technology on a public road in the United States — a first for this type of technology.

In February 2022, Electreon was awarded a contract to build a 1-mile stretch of an electric road system in Detroit. Kiewit joins Ford Motor Co., Jacobs Engineering Group, NextEnergy, DTE Energy, and the City of Detroit in developing best practices to cost-effectively deploy the technology at scale.

The project in Detroit will start in 2023. It's the first project under a five-year agreement between Electreon and The Michigan Department of Transportation that works toward implementing a scalable wireless public in-road charging network for electric vehicles.

*Pictured left: Crews prepare to lay asphalt on top of over 160 feet of wireless electric vehicle charging technology at ASPIRE's research test track in Logan, Utah.*

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## Improving Transit in the Washington, D.C. Metropolitan Area

Over the course of four years from 2019 to 2022, Kiewit completed rehabilitation work on 22 of the Washington Metropolitan Area Transit Authority's (WMATA) 45 outdoor concrete platform rail stations. Known as WMATA's Station Platform Rehabilitation Program, it was the largest, most complex capital construction project since the Metrorail system opened.

Each year, a series of stations were taken out of service over the summer to allow for repairs that would make the platforms safer and more accessible for all customers. The upgrades included:

- Slip-resistant tiles on platforms and mezzanines
- New stainless steel platform shelters with digital displays and USB charging ports
- Upgraded passenger information displays (PIDs)
- Improved platform speakers and PA system equipment
- New canopy roofing/skylights
- Refinished and new ceiling panels
- New platform surveillance system (CCTV) to enhance customer safety
- New passenger call button to directly contact station managers and operation control center
- Brighter, energy-efficient LED lighting and lighted handrails
- Station cleaning and painting
- Renovated bathrooms
- Concrete repairs
- New bus shelters
- Fire/life/safety enhancements

The summer shutdown approach had many benefits. It improved the efficiency of construction operations and reduced the project length by up to 94%. It also minimized disruptions elsewhere in WMATA's system.

All the shutdowns were completed on time, reopening platforms to riders by the Labor Day weekend each year.

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## A First-Of-Its-Kind Facility in Santa Monica, California, Provides a More Drought Resilient Water Supply

Santa Monica, California, recently celebrated the opening of a first-of-its-kind advanced water treatment and recycling facility that adds a drought-resilient water supply of up to 1,600 acre-feet per-year of purified water, or roughly 10% of the city's total water supply.

Kiewit Infrastructure West Co. led construction efforts on the project, known as the Sustainable Water Infrastructure Project (SWIP).

SWIP is the city's \$96 million project for its stormwater harvesting and advanced water treatment and recycling facility that collects, treats and combines brackish groundwater, stormwater, dry weather urban runoff and municipal wastewater to restore local groundwater supplies. It is the first stormwater harvesting project in California to meet potable reuse standards and directly inject the treated stormwater into the groundwater aquifer.

SWIP includes three major components.

- Santa Monica Urban Runoff Recycling Facility (SMURRF)
  - This project upgraded the existing Santa Monica Urban Runoff Recycling Facility (SMURRF). From here, treated stormwater will be distributed to the city's recycled water system and eventually injected into the groundwater basin to recharge local groundwater.

- Stormwater Harvest Tank
  - This newly built tank holds up to 1.5 million gallons of stormwater. While it won't capture all of a storm's water, it's designed to capture and treat initial stormwater flow, which is typically the most polluted.

- Advanced Water Treatment Facility (AWTF)
  - The Advanced Water Treatment Facility (AWTF) combines wastewater with stormwater and urban runoff from the stormwater harvest tank. It's purified to potable reuse standards. The treated water enters the city's recycled water distribution system and is pumped to an injection well to recharge the local groundwater supply. It is the first below-grade AWTF designed to treat raw wastewater and stormwater to groundwater recharge standards all within one facility.

SWIP allows Santa Monica to manage its water supply using sustainable and environmentally friendly methods. Treating stormwater and wastewater to reuse standards diversifies the city's water portfolio, which has significant importance given the severity of drought in California. Capturing the initial stormwater flows, which are typically the most polluted, and preventing them from entering Santa Monica Bay, will improve the ocean's water quality.



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## Mining Responsibly

Coal-fired power generation continues to decline in the U.S. Yet many communities still depend on coal as an essential energy source for dependable power. In 2022, 19.5% of electricity generation in the U.S. came from coal, according to the U.S. Energy Information Administration.

In 2022, our Buckskin Mine in Wyoming shipped low-sulfur coal to nine utility companies in seven states that generate power from 12 generating facilities. These generation facilities, which receive coal from Buckskin and other producers, generate reliable electric power to serve more than 10 million customers. Coal mining revenues represented 1.3% of Kiewit's revenues in 2022.

We're committed to mining responsibly. In 2022, there were zero recordable safety incidents in Kiewit's mining operations, including at the Buckskin Mine. Kiewit's mining operations have a five-year total recordable incident rate (TRIR) that is approximately eight times lower than the national average. Over the course of our ownership of Buckskin Mine, more than 1,798 acres of land has been reclaimed, restoring the land to a natural or economically usable state.

Our mining experts use their knowledge and experience to pursue and perform work in many diversified markets, including to support the energy transition and other important societal demands. From the lithium used in batteries, to phosphate used in fertilizer, to gold, copper and other industrial mineral and aggregate materials, mining will continue to be an essential service.



*Pictured above: Reclamation at Buckskin Mine*

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# Governance

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# Corporate Governance

## Core Values

Kiewit has thrived on a strong foundation of principles since our inception. As our company evolves, we must address that the environment in which we operate is more global, diverse and complex.

Our principles provide us guidance when we are faced with changing elements and ethical questions. Over the years, we have refined these principles into a set of core values built around our People, Integrity, Excellence and Stewardship.

Our Core Values help drive ethical and sustainable business decisions — decisions that are right for our company, employees, clients, partners and communities.

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. Today, our Core Values remain our company's cornerstone and, along with relevant company policies, are the sum of our business ethics conduct, including how we operate as a responsible and engaged corporate citizen.

**CORE  
VALUES**

Learn more about our Core Values: [Core Values Handbook](#)



PEOPLE



INTEGRITY



EXCELLENCE



STEWARDSHIP

### 2.1 Completion of Core Values Training



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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.

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## Company Policies

In addition to our Core Values, our employees are expected to conduct business pursuant to our corporate policies and procedures. These policies and procedures include (but not limited to) key areas of our sustainability program.

- Environmental
- Safety
- Anti-Harassment and Discrimination
- Human Rights
- Anti-Bribery and Corruption, Antitrust

## Compliance

Kiewit has always set a high standard to ensure its clients, partners and other key constituents know that ethical and honest behavior is what they should expect from every Kiewit employee. Kiewit staff employees are trained annually on job-specific compliance topics. Kiewit's focus and commitment to compliance excellence helps separate us from the competition, while giving those we work with confidence that we are protecting their business as we protect our own.

The overall goal of Kiewit's Compliance Program is to help the company and its employees to comply with regulatory requirements that apply to the company's business and operations. The program includes efficient and effective company controls that ensure compliance with laws, regulations, contract requirements, policies and procedures, and is fundamentally responsible for the following:

- Providing a process through which projects can identify and mitigate compliance risks and develop a mitigation action plan for those risks
- Tracking assessments performed by our operating business units to evaluate the effectiveness and execution of the plan
- Ensuring that regulatory agency visits, findings and notices of violations are reported to appropriate managers for follow-up

Kiewit projects undergo a standardized process to identify specific compliance risks and to develop mitigation action plans. Depending upon the likelihood and severity of the risk, the mitigation action plan may include specific procedures to be followed to avoid or minimize the risk, training, monitoring methods and monitoring frequency

Our Corporate Compliance Council includes the chief compliance officer, who is also an executive vice president and member of the board of directors, the chief legal officer and chief financial officer. The council meets three times a year to review the program with other company stakeholders and provide oversight and guidance to ensure the program is effective. The council reports to the board of directors twice a year. Items discussed at the meetings include regulatory matters (new and in process), company policies and procedures, and other items related to regulatory compliance, ethics, and Core Values.





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**Ethical Behavior**

We strive to know what's expected of us to ensure we build our work right the first time so that we meet and exceed our clients' expectations. We have policies, procedures and initiatives that safeguard this excellence. Keeping each other accountable is part of what we do. This means we must 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.

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:

- Contact management and/or the Legal department
- Report through the Compliance Reporting Line; 24/7 hotline for people to report concerns and issues.

There is no tolerance for retaliation at Kiewit. Reports can be made anonymously through our reporting line, and every call received is reviewed and addressed.

Anti-trust and anti-corruption training are topics included in our annual job-specific compliance trainings for staff employees. Kiewit projects undergo a standardized process to identify specific compliance risks and to develop mitigation action plans. Depending upon the likelihood and

severity of the risk, the mitigation action plan may include specific procedures to be followed to avoid or minimize the risk, training, monitoring methods and monitoring frequency.

**2.2: Completion of Anti-Bribery and Corruption Training**

	2022	2021	2020
Assigned by job code to relevant employees (U.S., Canada)	98.7%	99.2%	99.1%
Assigned by job code to relevant employees (Mexico)	99.8%	97.9%	97.6%

**2.3: Completion of Anti-Trust Training**

	2022	2021	2020
Assigned by job code to relevant employees (U.S., Canada)	98.8%	99.3%	99.4%



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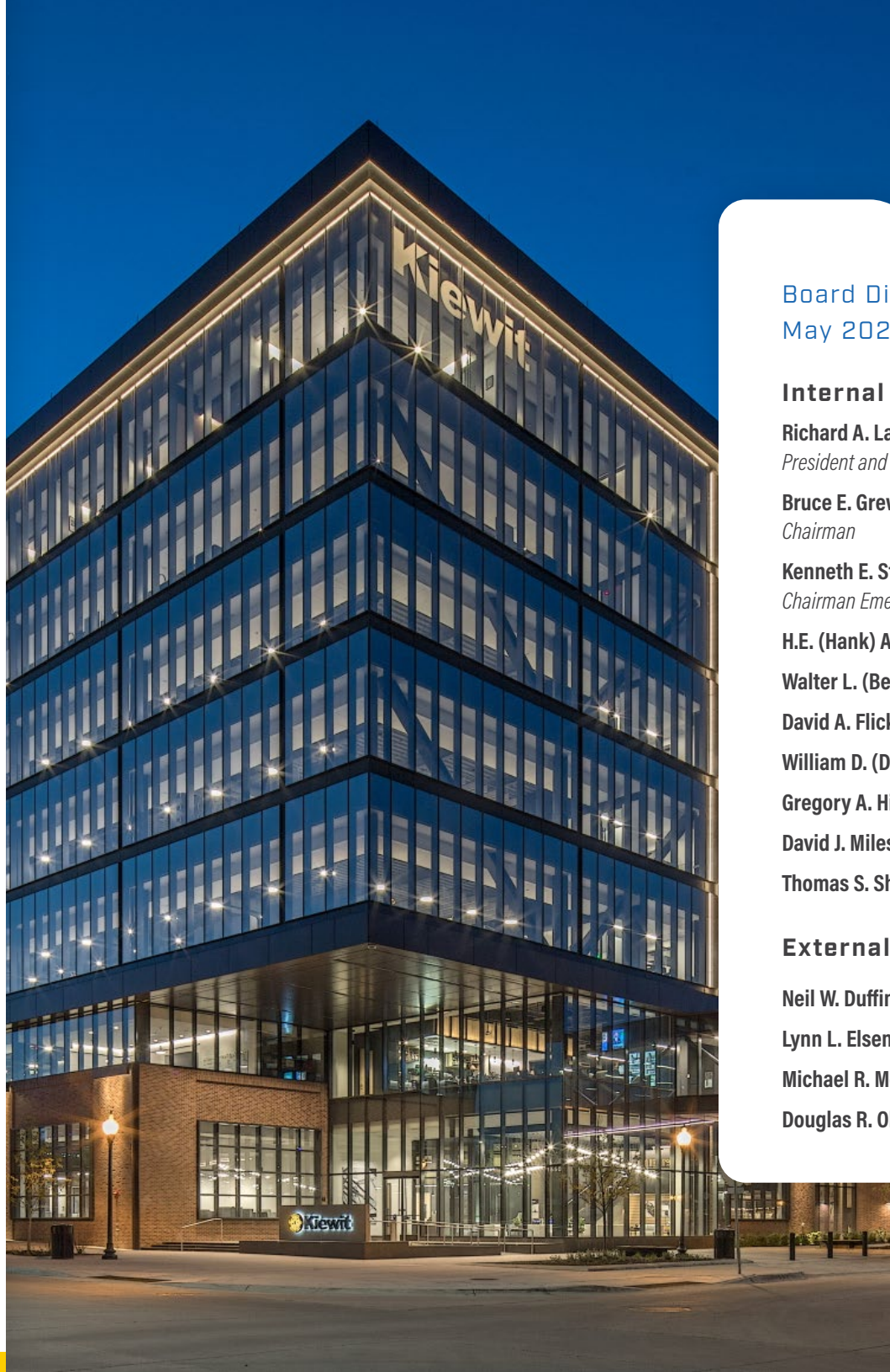
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Board Directors  
May 2023

**Internal Directors**

**Richard A. Lanoha**  
*President and Chief Executive Officer*

**Bruce E. Grewcock**  
*Chairman*

**Kenneth E. Stinson**  
*Chairman Emeritus*

**H.E. (Hank) Adams**

**Walter L. (Ben) Bentley**

**David A. Flickinger**

**William D. (Doug) Glaser**

**Gregory A. Hill**

**David J. Miles**

**Thomas S. Shelby**

**External Directors**

**Neil W. Duffin**

**Lynn L. Elsenhans**

**Michael R. McCarthy**

**Douglas R. Oberhelman**

**Board of Directors**

Kiewit's Board of Directors consists of 14 directors who serve annual terms. As a privately owned company, the Board consists of directors who are or were employed by Kiewit — internal directors — and also external directors.

**Board Committees**

The Board has an Audit Committee, a Compensation Committee and an Executive Committee.

The Audit Committee consists of two or more external directors to help the board fulfill its oversight responsibilities for the company's financial reporting process (including reviewing the company's annual audited and interim unaudited financial statements); the audit process; and the independent auditor's qualifications and independence. The Audit Committee also is responsible for appointing the company's independent auditor, which in 2022 is KPMG LLC.

The Compensation Committee reviews and approves all compensation to be paid to employee-directors; and reviews and approves the ownership of the company's securities by the employee-directors.

The Executive Committee exercises, to the maximum extent permitted by law, all powers of the Board between Board meetings, except those functions assigned to specific committees.

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# Supply Chain

**Objective:** Ensure responsible environmental and social practices within our supply chain

Our projects are supported by thousands of suppliers, subcontractors and vendors each year. Kiewit Supply Network manages the supply chain for goods and services needed for our operations, from highly technical equipment and materials to office supplies. This team of 400 professionals provides expertise to develop and maintain strong relationships with vendors, troubleshoot issues efficiently and share knowledge to support all of Kiewit's projects across North America.

Kiewit is committed to conducting business with the highest integrity and in compliance with all applicable laws. Our Vendor Code of Conduct (VCC) outlines the expectations for vendors, suppliers and subcontractors of all tiers, and each of their respective employees and any other third parties involved with the execution of Kiewit's work.

Our intent is to provide diverse, small and local business enterprises an equal opportunity to participate in the performance of our clients' projects. Our commitment to supplier diversity provides the structure to ensure that all available business enterprises have an equal opportunity to compete for and participate in the work on the project.

## Strategy

- Screen suppliers against social and environmental criteria
- Outline vendor, supplier and subcontractor expectations in a Vendor Code of Conduct
- Provide diverse, small, and local business enterprises an equal opportunity to participate in the performance of our clients' projects

CODE OF  
CONDUCT

View our [Vendor Code of Conduct](#)

## 2022 in Review

Table 2.5 shows overall spend with DBE firms in the U.S.

**\$1.3B**

*Kiewit Corporation and its subsidiaries spent nearly \$1.3 billion with DBE firms in the U.S. in 2022. This represents approximately 20% of overall spend with U.S. suppliers.*

### 2.5: DBE Spend

	2022	2021	2020
Dollars spend with DBE firms — U.S.	\$1,295,794,919	\$1,245,523,980	\$1,163,323,289
Percent of overall U.S. spend that went to DBE firms	20%	21%	17%

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## 2022 Highlights

- We completed studies to determine 2020 and 2021 spend with small-, local-, veteran-, women- and minority-owned businesses in the U.S. and developed processes and procedures to streamline this reporting on annually. This enabled us to more efficiently determine our 2022 spend with these partners.
- Leaders of our Canadian Operations and Kiewit Supply Network initiated efforts to formally track spend with Indigenous Peoples on all Canadian operations. To date, this has been done on a project level, rather than as a corporate process. We piloted new processes with several test projects in 2022.
- We distributed a questionnaire to collect more information about our suppliers' environmental and social practices. This questionnaire complemented our VCC by taking the supplier acknowledgment of the VCC to a deeper level. Our supply chain provided information, policies and reporting on how their execution aligns with the elements of expected behavior identified in our VCC. We analyzed the data received and identified opportunities to improve the questionnaire and its distribution in 2023.
- Our Supply Chain Category Managers engaged with key suppliers of materials included in the Buy Clean Legislation to confirm their understanding of Global Warming Potential (GWP) goals and limits, as well as ability to provide products and materials from facilities that meet or exceed the GWP thresholds documented in their Environmental Product Declarations (EPD).

Communicating these supply chain requirements and supplier capabilities through our internal monthly newsletter and communications with our projects is an essential part of supply chain management.

- To ensure our people are equipped with the safest tools available to do their jobs, we partnered with leading tool manufacturers to standardize processes and procedures for tool purchasing. The right tools for our job are productive and have features that eliminate the risks with using them, whenever possible. As part of new processes established, project teams can reference a catalog with tools available with built-in safety features such as kickback brakes, e-clutches, tether-ready tools and others. Teams are also encouraged to work directly with tool manufacturing partners and distributors to visit and discuss project needs, anticipated challenges and available solutions, and ensure products are in stock and available.



Learn more about Kiewit Supply Network: [Kiewit Supply Network: Understanding and mitigating supply risks](#)



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### Indigenous Engagement on the Trans Mountain Expansion Project

In British Columbia, Kiewit Ledcor Trans Mountain Partnership (KLTP) has awarded more than \$630 million in subcontracts to Indigenous businesses or Indigenous-aligned businesses on the Trans Mountain Expansion Project since 2017.

KLTP conducts regular meetings with Indigenous communities and their businesses to understand interest and capacity to complete work on the project. KLTP's Indigenous Relations Team maintains a detailed list of Indigenous businesses for reference by the procurement team. Some of the services provided by Indigenous or

Indigenous-aligned businesses on the project includes: utility locating, pipe fabrications, traffic control, shoring, painting and coating, and security services. KLTP also utilizes ancillary Indigenous businesses, such as caterers, to maximize benefits of the project to Indigenous communities.



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Making Community Connections in Fort Worth, Texas

The Texas Department of Transportation's (TxDOT) Southeast Connector is a design-build project consisting of the design, construction and maintenance of approximately 14 miles of non-tolled improvements to the I-20, I-820 and US 287 roadways in Fort Worth, Texas. When complete, the Southeast Connector will improve mobility, operational efficiency, accessibility, safety and connectivity in the area.

TxDOT selected South-Point Constructors, a joint venture between Kiewit Infrastructure South Co. and Austin Bridge & Road, to deliver the project. TxDOT has established a Disadvantaged Business Enterprise (DBE) participation goal of 23% professional services and 14.5% construction for this project.



Shown here are examples of outreach materials used to communicate opportunities and outreach events related to the Southeast Connector project with interested firms.

South-Point Constructors conducts extensive outreach to foster business and community engagement, and ensure interested firms are aware of bid opportunities on the project.

- Events:** Large- and small-scale networking, information and educational events help build relationships with diverse firms. Events are promoted in local newspapers, on agency websites and via social media.
- Community partnerships:** To increase community connectivity and gather insights, South-Point Constructors regularly engages with many diverse and small business organizations, including:
  - Regional Hispanic Contractors Association
  - Dallas Fort Worth Minority Development Council, Inc.
  - Fort Worth Metropolitan Black Chamber of Commerce
  - North Central Texas Regional Certification Agency
  - United Black Contractors
  - Conference of Minority Transportation Officials (COMTO) North Texas
- Workshops:** Workshops assist small and diverse firms with bid-readiness, with topics that include:
  - DBE certification
  - Project safety
  - Navigating bid solicitation and management system
  - Quality best practices
  - Understanding alternative delivery
- Routine engagement and communication:** To build relationships, share information about bid opportunities, and ensure ease of navigation of those opportunities, South-Point Constructors communicates routinely through many different platforms, including:
  - Direct solicitation of firms identified in client's directory via various distribution channels
  - Leveraging and growing a database of vendors from previous projects to communicate events and opportunities
  - Conducting 1-on-1 pre-bid meetings with firms to gain an understanding of their capacity and capability to successfully deliver work as packaged
  - Solicitation ads posted in local publications
  - Notification to firms with targeted NAICS codes in certified database
  - Bid invitations issued via bid solicitation and management system
  - Direct emails to project mailing list & scope specific bidders list
  - Notifications to community organizations
  - Announcements on South-Point Constructors' project website

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# Environmental Stewardship

**Objective:** Protect natural resources – water, land, air and biodiversity

The projects we build are found in urban, suburban and rural areas across the U.S., Canada and Mexico. Each new location has its own unique surroundings, from open fields to dense neighborhoods. We take our role as environmental stewards seriously, and work to understand our surroundings on each new site.

We're diligent in our efforts to build responsibly and monitor the impacts of our work. We track all environmental incidents, evaluate trends and use these lessons to improve our training and ultimately our overall performance. Further, under the company's environmental compliance program, we conduct privileged audits annually of company projects and facilities. Our Environmental department, environmental managers across North America, and on-site environmental coordinators on every project lead these efforts and work to train all employees to ensure they understand rules, regulations and expectations for our work.

## Strategies

- Track all environmental incidents and evaluate environmental incident trends to use lessons learned to improve environmental training and performance
- Develop a process for tracking water use by type on projects and fixed facilities
- Coordinate environmental stewardship volunteer activities in our communities

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## 2022 Highlights

- We improved senior- and executive-level reporting for project-specific environmental information. Dynamic electronic dashboards provide environmental leaders and executive company leadership with relevant information about environmental incidents, risks and mitigations. These dashboards bring more awareness of project environmental details to upper management in a manner that is easy to review and act upon.
- To establish processes for collecting and better understanding water usage data from our projects, we pulled data from our four largest projects, spanning infrastructure and energy markets. The exercise allows us to baseline water usage and identify opportunities for more seamlessly capturing this data in the future.
- We created the Envision Community of Practice. The objective is to share knowledge, experience, training and tools around the Institute for Sustainable Infrastructure's Envision framework, to streamline the process. This community of practice brings together personnel from Kiewit projects pursuing the implementation of sustainable practices. Nine members hold an ENV SP accreditation.
- A Go Green Committee formed in our corporate headquarters. These employees are passionate



about the environment and sustainable practices and plan and lead environmental and sustainability outreach and education events for employees throughout the year. Lessons learned from the headquarters Go Green Committee are shared with other major office locations to help coordinate similar activities.

- Many of our offices and project sites celebrated Earth Day and America Recycles Day. Our corporate headquarters Go Green Committee organized a waste sorting exercise, with one winner receiving a tree to plant. Several employees and their families cleaned up a local park. Earth Day programming on our Lenexa, Kansas, campus included education about at-home sustainability practices and recycling events.

## Featured Stories

### Engaging with Environmental Regulators at Connecticut State Pier

In March 2022, the U.S. Army Corps of Engineers (USACE), the Environmental Protection Agency (EPA) and the Connecticut Department of Energy and Environmental Protection (DEEP) visited the Connecticut State Pier construction site to tour and learn more about Kiewit's environmental program and how the project is executing each of the agency's permitting requirements.

Kiewit project and corporate environmental leaders provided an overview of the project and corporate environmental programs. Following a site walk, the group debriefed and participated in a Q&A.

After the initial project tour, arrangements were made for several Connecticut DEEP early-career employees

to return to the site to see the work they are responsible for permitting. This engagement provided a valuable opportunity for DEEP engineers to get their boots on the ground and an in-person view of active construction.

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## Reusing Trees and Boulders in Colorado

Kiewit Infrastructure Co. is the construction management/general contractor (CMGC) for Colorado Department of Transportation's (CDOT) I-70 West Vail Pass Auxiliary Lanes project. CDOT and Kiewit are reusing trees and boulders removed from the existing alignment on new trail alignment in the project's final landscaping.

## Environmental Stewardship in our Communities

The Kiewit team on Tennessee Valley Authority's (TVA) Allen ALF Ash Pond Closure Project coordinated several environmental stewardship activities in the local community in 2022. Employees cleaned up local roadsides and other public spaces. They helped students and staff at Oakhaven High/Middle Schools revamp their garden spaces, an effort that included laying down fabric and new soil, grading, placing rock and installing an irrigation system.



Before



After



## Protecting the Bees at Kiewit Offshore Services

When crews observed a beehive in area of our Kiewit Offshore Services (KOS) yard facility in Ingleside, Texas, away from active construction, the hive was left undisturbed for several months. Later, when work moved nearer to the hive, KOS safety and environmental specialists coordinated with two local beekeepers to have the hive safely removed. Through a group effort between the KOS team and the beekeepers, the hive, bees and honey were saved and relocated. The KOS environmental professionals leveraged the situation as an opportunity to increase awareness of the crucial role honeybees play in our environment.

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## Environment Management on the Patullo Gas Line Replacement Project in British Columbia

In British Columbia, crews on the Patullo Gas Line Replacement Project coordinate closely with their client, FortisBC, Canada’s largest utility company, to mitigate environmental impacts on the project. The project is installing a new gas line in Burnaby to replace an existing line currently running along the Pattulo Bridge, before the bridge’s decommission and replacement.

■ **Engaging Indigenous Communities**

The project team has engaged Indigenous communities in its environmental management programs on the project. Excavation is one of the main activities, and within the proposed route for pipeline installation, there are many sections of territory deemed to have archaeological potential. Archeological monitors — from local Indigenous communities — are critical members of the crew on site during excavation of these areas.

■ **Protecting the Northern Painted Turtle**

The Northern Painted Turtle is listed as an endangered species in the Species at Risk Act (SARA). An environmental overview assessment of the Pattullo Gas Line Replacement Project initially determined the species would not be impacted by construction activities. However, a volunteer group, Coastal Partners, identified a painted turtle nest on nearby soft sand and gravel. The volunteers, escorted by FortisBC, safely relocated the eggs for offsite incubation the following day.

■ **Supporting the Wildlife Rescue Association**

Construction on this project directly impacts the community, including limiting access and mobility in some areas of the project’s route. The project team oversees various traffic management initiatives to mitigate the impact on the community and limit disruption of a local wildlife protection facility.

The Wildlife Rescue Association (WRA) center is located along the route of the project. The non-profit organization provides rehabilitation for injured and orphaned wildlife throughout Western Canada.

The center’s public access road was directly impacted by project construction work. This road demands constant access. The community brings over 6,000 wildlife species per year, especially birds, found injured or orphaned and in need of care to the WRA. The road is also used for volunteers and people providing donations and in-kind gifts.

FortisBC and Kiewit helped the WRA set up a temporary admissions center to provide better service to the public and care for wildlife during construction. A permanent driver transports the injured animals from the new center to the central location.

WRA provided aid or assistance to more than 1,000 animals from the temporary location in 2022.



The observation prompted a Provincial request for a BC Wildlife Act permit amendment, ECCC Species at Risk Act liaison, immediate implementation of a mitigation plan and turtle monitoring program for the 2022 breeding season. Fortis relayed the concerns to Kiewit to allow prompt action by their environmental consultant.

A Qualified Environmental Professional with experience in Painted Turtles reviewed the site and developed a mitigation plan. Kiewit implemented additional full-time environmental monitors to audit mitigations and complete daily surveys, compiling 500 hours of data, including live capture and relocation of five Painted Turtles. In total over 1,500 meters of sediment fence was installed as a wildlife deterrent, successfully mitigating nesting within the active project.

Kiewit and Fortis continue to work with local stewardship groups, providing assistance, data and materials to maintain and improve the surrounding environment wherever possible.

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# Greenhouse Gases & Energy Consumption

**Objective:** Track and understand our greenhouse gas emissions and energy consumption, and identify and demonstrate opportunities to reduce our emissions, to operate our business with the lowest carbon footprint practical.

Building the infrastructure and energy projects our communities depend on requires the input of people, equipment and materials. Our mobile equipment fleet and fixed facilities are primary sources of Scope 1 and 2 emissions for operating our construction operations. Fugitive emission from our Buckskin Mine in Wyoming is included in Scope 1 emissions.

We have a focused effort on reducing the carbon impact of our equipment fleet. We work closely with equipment manufacturers to select the most efficient and productive machines to build our work. Through ongoing fleet replacements and modernization, we ensure best available technology is incorporated into our equipment fleet. Operator training is fundamental to our business, enabling safe, efficient and productive operations.

We're intentional about identifying opportunities to minimize energy consumption at our fixed facilities. For newly built and remodeled facilities, our standards call for features like white thermoplastic polyolefin (TPO) roofing, LED lighting and low E glass. We are also working to understand the practicality of additional ways to lower our energy consumption, like adding solar arrays to our owned facilities.

Carbon emissions embodied in construction materials are the primary source of our scope 3 emissions. We are working with our largest suppliers to improve our understanding of the largest sources of these emissions. Our project teams are encouraged to think creatively to minimize the environmental footprint of our operations, including reusing materials. Subject matter experts continue to educate themselves on the application of low carbon products.

We are committed to continuous improvement of our data collection processes to better understand the sources of our emissions. With better information, we can create more informed strategies for reduction.

## Strategies

- Continuously improve greenhouse gas emissions accounting methods
- Improve compliance with company idling policy
- Partner with major equipment suppliers to identify and demonstrate improvements to equipment technology
- Evaluate opportunities to reduce energy consumption at our fixed facilities



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## 2022 in Review

We continue to improve our GHG emissions reporting by challenging ourselves to identify new sources and improve the methods for accounting for existing sources. We have not yet set a baseline year for our emissions. Pg. 32 highlights some of the improvements made to data collection processes in 2022.

### 3.1: Greenhouse Gas Emissions Intensity

	2022	2021	2020
<b>Mtons CO<sub>2</sub>e / \$Millions Revenue</b>	40.15	41.47	45.66

### 3.2: Greenhouse Gas Emissions

#### Scope 1

- Stationary Combustion
- Mobile Combustion
- Buckskin Mine Fugitive Emissions

#### Scope 2

- Purchased Electricity
- Purchased Steam, Heating & Cooling

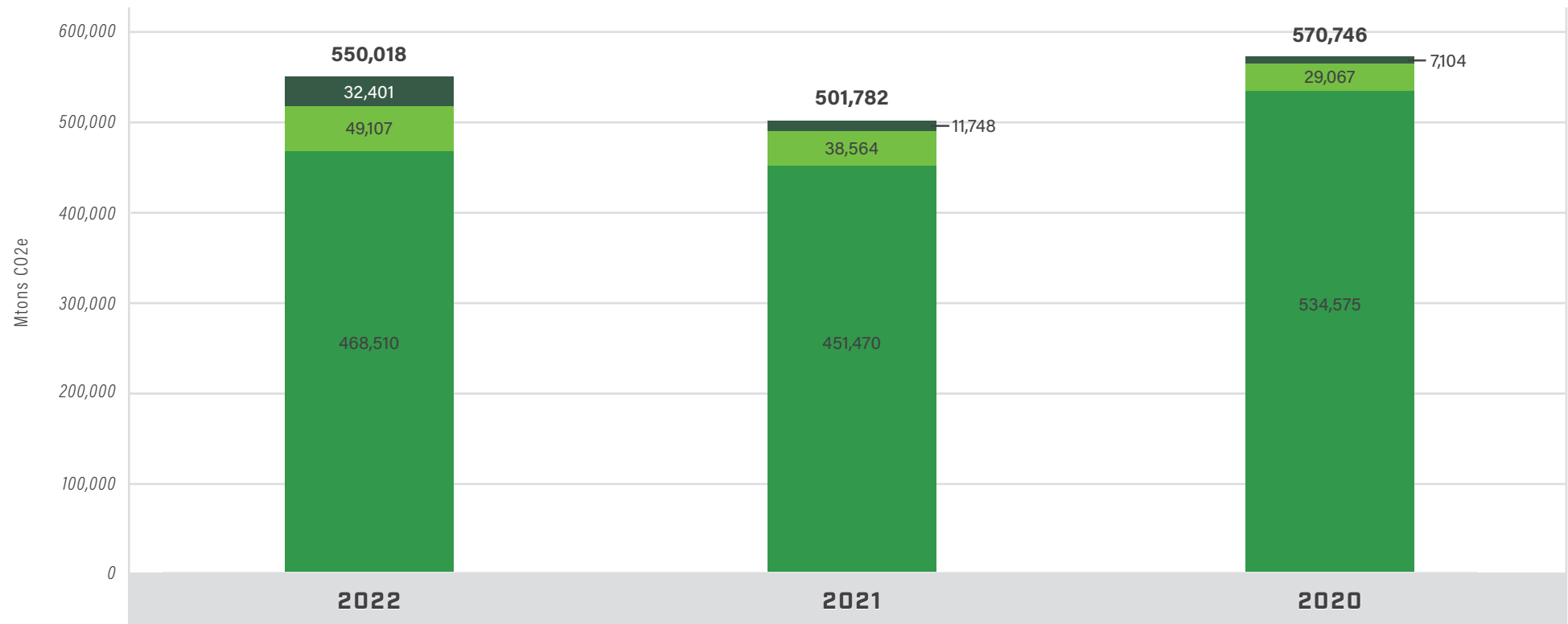
#### Scope 3

- Business Travel
- Coal Transport

*\*We engaged an independent, third-party verifier to review our Scope 1 and Scope 2 emissions.*

*\*Buckskin Mine fugitive emissions and coal transport were added to the reporting boundaries for the first time in 2022*

*\*Biogenic emissions of CO<sub>2</sub> from the combustion of biofuel and biomass were 14,682 metric tons CO<sub>2</sub> for 2021 and 16,796 metric tons CO<sub>2</sub> for 2022*



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## 2022 Highlights

- We continued to streamline data collection processes for our greenhouse gas inventory. An independent third party reviewed our Scope 1 and Scope 2 greenhouse gas emissions.
- We continued to partner with equipment suppliers on the proper application of alternative-fueled equipment, including battery electric, hydrogen and advanced biodiesel. Despite supply chain challenges and limited availability of electric fleet vehicles, we added 45 battery-electric pickups and 24 battery-electric SUVs to our equipment fleet in 2022. We also added a fully electric lattice boom crawler crane to our fleet. Equipment leaders continued to collaborate with manufacturers as they develop new equipment technologies, including battery power banks, electric excavators, loaders, aerial lifts and rough terrain cranes.
- Our Equipment and the Environmental Departments created an improved dashboard for idling data for our on-road vehicle fleet of passenger cars, pickups and trucks. These vehicles typically have the highest idling times of our equipment assets. The information will be used to improve awareness and communication, with the goal of reduced idling time.
- As we prepare to build a new fixed facility for our growing team in the Kansas City suburb of Lenexa, Kansas, we are identifying sustainable technologies and practices that we can potentially implement. This includes analyzing the practicality of solar energy, gray water recycling, multi-stream recycling and composting. We hope to take best practices learned at this facility and apply them to other facilities in our real estate portfolio in the future.

### EFFORTS TO IMPROVE OUR GREENHOUSE GAS DATA COLLECTION INCLUDED:

#### Scope 1

- We improved processes for capturing fuel consumption. A working group was formed to analyze our fuel numbers and improve data accuracy, quality and efficiency.
- In 2022, we added fugitive emissions from the Buckskin Mine in Wyoming to Scope 1 emissions calculations.

#### Scope 2

- As our lease agreements come up for renewal, we are adding standard language to require our landlords to provide utility invoices. This will ensure greater accuracy of our Scope 2 emissions from leased facilities.
- Prior to 2022, we only captured electricity consumption for fixed facilities. To establish processes for collecting and better understanding energy usage data from our project sites, we pulled invoices and data from our four largest projects, spanning infrastructure and energy markets. The emissions from these projects are included in our Scope 2 emissions for 2022. We have identified processes to capture more project energy data moving forward

#### Scope 3

- To date, our Scope 3 data has been limited to business travel.
- To begin gathering data from our supply chain, we distributed a questionnaire to collect more information about our suppliers' environmental and social practices. This included questions about efforts to track and understand their greenhouse gas emissions. We analyzed the data received and identified opportunities to improve the questionnaire and its distribution in 2023.



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## Featured Stories

### North America's First Fully Electric Lattice Boom Crawler Crane is at Kiewit Offshore Services

A fully electric Liebherr LR1250 Unplugged was assembled and fully commissioned at Kiewit Offshore Services (KOS) in December 2022. At the time of commissioning, it was the first fully electric lattice boom crawler crane in North America.

Following Liebherr's introduction of the crane in July 2020, our Equipment team completed factory and field visits in Europe where the first units were operational to gather insights. The electrical infrastructure at KOS,

a fixed yard facility, was ideally suited, requiring no infrastructure improvements prior to delivery of the crane.

We're collecting performance, battery charge duration and energy usage data to analyze the crane's performance and make comparisons to diesel engine equivalents. We share these observations with Liebherr for continuous improvement.

### Piloting Battery Power Banks

Generator battery power banks have the potential to reduce construction site fuel consumption while lowering CO2 emissions and noise pollution. These devices use load sensing technology and a bank of lithium-ion batteries to store power, eliminating the need for a diesel generator to run constantly. When the batteries are depleted, the device switches on the generator to recharge the battery power bank.

Our Equipment team tested the technology on a solar project in November 2022. The generator went from running 24/7 to running once per day for approximately 4.5 hours to charge the battery, depending on the load.

Without the battery pack, the generator ran constantly at a less-than-optimal load. With the battery pack, the generator ran at optimal load, consuming more gallons of fuel per hour, but for significantly less time. While the fuel burn rate increased, the overall fuel consumed per week decreased, with a 45.6% reduction in fuel consumption. Less generator run time is anticipated to translate into lower maintenance costs over time and less noise pollution. The test demonstrated significant owning and operating cost savings.

Based on the findings of the test, additional generator battery power banks are being added to our equipment fleet in 2023.



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## Featured Stories

### Day and Night: Reducing Fuel Consumption on the Sustainable Water Infrastructure Project

On the Sustainable Water Infrastructure Project (SWIP) in Santa Monica, California, hauling material at night resulted in a significant reduction in fuel consumption and as a result, greenhouse gas emissions avoidance.

The SWIP project included excavating 30,000 cubic yards of material that was hauled from the heart of downtown Santa Monica to one of two locations off site.

Day hauling in Los Angeles traffic would require an average 5-hour round trip to site 1 and 2-hour round trip to site 2.

Night hauling — with less traffic — required an average 2-hour round trip to site 1 and 1.17-hour round trip to site 2.

Over the course of the project, night hauling was estimated to result in an average 52% reduction in fuel consumption.

Sustainable alternatives on the SWIP project, the most significant of which was night hauling, but also included other practices like using solar lights, was calculated to amount to an indirect energy savings equivalent to the energy consumed by 163 homes annually.



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# Waste & Recycling

**Objective:** Track and understand our waste generation and identify and demonstrate opportunities to divert and eliminate waste on our projects and offices to operate our business while generating the least waste practical

We are committed to the proper handling of waste on projects and continue to explore opportunities to reduce, reuse and recycle materials. We are committed to continuous improvement of our data collection processes to better understand the sources of our waste. With better information, we can create more informed strategies for reduction.

## Strategies

- Complete project waste diversion studies each year
- Manage office recycling programs
- Manage project recycling programs
- Minimize the use of single-use plastics in our offices
- Pilot the use of recycled materials on our construction projects

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## 2022 Highlights

### Projects

- We completed waste diversion studies on water, transportation and oil, gas & chemical projects. The findings from the studies are used to outline waste diversion best practices for projects of similar scope. Our intent each year is to vary the type of projects we identify for waste diversion studies. Over time, this allows us to build a broad and more detailed understanding of best practices across our many markets and submarkets. In 2022, the studies were initiated on projects that hadn't started construction yet. The projects received a list of optional waste vendors to use for distinct types of recyclable and reusable waste. These studies helped us build a database of vendors in

various locations, and specifically identify vendors that can report waste numbers monthly. The second component is critical to be able to identify the types and amount of waste we generate.

- To establish processes for collecting and better understanding waste and recycling data from our projects, we began pulling data from our four largest projects, spanning infrastructure and energy markets. This will allow us to baseline waste production and diversion and identify opportunities to capture this data more seamlessly in the future.

### Fixed Facilities

- We completed a waste diversion study for our Kiewit University and headquarters facilities. The study identified optional solutions for waste segregation and hauling. Based on the findings of the study, we intend to begin composting waste from the shared kitchen facility in 2023.
- We analyzed options to minimize the use of single-use plastic water bottles at our corporate headquarters. Based on the results, in 2023 we will reduce the use of single-use plastic water bottles in favor of reusable plastic cups.



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## Featured Stories

### Preparing for a Successful Waste Diversion Program

In 2022, we completed our waste diversion studies prior to the start of operations. Past efforts demonstrated that completing a waste diversion study once the project starts and making changes to the waste handling process mid-timeline can be difficult to implement successfully.

One of our waste diversion studies was completed on a water treatment facility project. The primary objectives of the study were to:

- Understand the options for processors/haulers in the area
- Realize the potential of landfill diversion for four key waste items from the job site
  - Waste grout
  - Concrete
  - Wood waste
  - Water bottles/PET plastics
- Analyze the hauling capabilities and cost
- Provide a recommendation for a vendor best suited to provide the project with landfill diversion and reporting
- Support the client's goal to divert waste from landfills

A third-party recycling vendor contracted by the project team visited the site with Environmental leadership from Kiewit. A tour of the project site revealed that space would be limited, and it would be preferable to have as few containers as possible. This emphasized a greater need to find a Construction & Demolition Materials Recovery Facility (C&D MRF) in the area. This would allow waste to be collected comingled at the project site and sorted at the C&D MRF. Six different vendors were contacted and evaluated.

After reviewing the waste diversion study report and discussions with the client, a vendor was selected. The project team receives a monthly report from the C&D MRF. The reporting and invoicing for other types of waste collected on site are entered and tracked in our suite of project management tools. This allows the project environmental coordinator to review status toward the client's goal.



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# Health & Safety

**Objective:** Ensure the health and safety of our employees, those involved with our projects, our clients and the public, with a goal of Nobody Gets Hurt, and most importantly, zero fatalities.

On every project, we're committed to Nobody Gets Hurt and most importantly, zero fatalities. We owe it to ourselves, our Kiewit family, and to every family waiting at home, to always put safety first. No exceptions.

Our Nobody Gets Hurt mindset means everyone does their part to eliminate every injury or incident, no matter how seemingly minor. As early as the design phase, we look for ways to make work safer to build. From day one when we hire or transfer employees, we ensure consistent employee onboarding and messaging. Before every operation, we review our plans for potential safety

concerns and address them before work can begin.

We engage our clients and subcontractors in our safety program, ensuring the tone is set from the beginning. Training is developed and delivered on jobsites and in offices to ensure we remain sharp and focused.

We routinely evaluate our project- and corporate-level safety processes to verify they're being executed and confirm that they work.

As an organization, we're pushing ourselves to make not only Kiewit, but our entire industry, safer.

## Strategies

- Drive a culture where we are personally accountable for our own, and collectively responsible for each other's safety, and everyone is empowered with Stop Work Responsibility
- Eliminate significant injuries and fatalities through our Life-Saving Actions (LSA) program and the use of safeguards in high-risk categories
- Empower craft to take care of craft, in partnership with management, through our Craft Voice in Safety (CVIS) program
- Engage our workforce to identify workplace hazards and effectively manage risk through our standard Operations Start Card hazard analysis tool
- Provide resources and 24/7 access to mental health services for employees, their families and others who work on Kiewit projects through our Under the Hat initiative



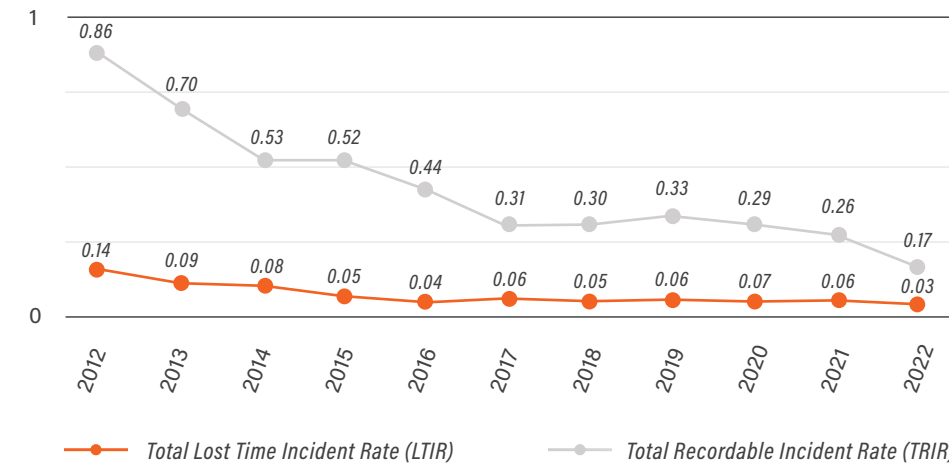
## 2022 in Review

### 4.1: Safety Metrics

	2022	2021	2020
Lost Time Incident Rate (LTIR)	0.03	0.06	0.07
Total Recordable Incident Rate (TRIR)	0.17	0.26	0.29
Project Goose Eggs*	24	23	15

\*Projects that worked 200,000 hours or more recordable free

### 4.2: 10-Year Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR) Trends



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- In 2022, our total recordable incident rate (TRIR) was 0.17 and our lost time incident rate (LTIR) was 0.03
- We're incredibly sad to report that two Kiewit employees lost their lives in 2022. We extend our sincere sympathies to their families. The entire Kiewit family grieved the loss of these employees due to two workplace incidents. In addition to complying with all appropriate authorities and their investigations, Kiewit is taking these key steps to address serious workplace incidents and fatalities.
  - We investigate all fatalities, serious incidents and near misses to identify ways to prevent future incidents
  - We communicate lessons learned across the company through our daily incident reports, historical incident trend dashboard, Life-Saving Actions (LSA) assessments, and Safety Post
  - We're helping employees visualize what can happen and stressing the importance of safeguards, with tools like our LSA Safeguard Visual Reference Guide, which shows exactly what safeguards look like when successfully in place
  - Company leaders are extensively analyzing company and industry incident data to better understand trends and root causes, this includes meeting with external consultants to study best practice and root cause classification processes
  - Safety, operations, and data leaders have built tools that report projects' fatality risks to ensure front-line supervisors have data to show the highest risks associated with the type of work they're building
  - We're working with key manufacturers and vendors to improve safety technologies and tools to eliminate human error wherever possible



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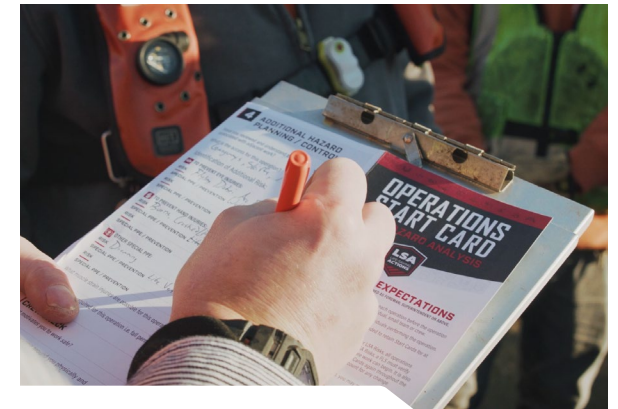
## 2022 Highlights

### Craft Voice in Safety

- We made enhancements to our Craft Voice in Safety (CVIS) program based on feedback from CVIS leaders from across the company. These changes better set projects up for success and create consistency in our CVIS program when people move from project to project. Standardized resources provide best practices and easy-to-use templates, and are easily accessible on an internal webpage.
- We continued monthly CVIS Roundtable calls, attended by corporate safety directors, district safety managers and CVIS leads and members from across the company. We frequently include executive leadership as part of the conversations to share their thoughts and ideas with CVIS. The calls provide regular opportunities for brainstorming, sharing project best practices and a high priority is placed on training. In 2022, this included an emphasis on how to communicate with craft about mental health.

### Life-Saving Actions

- We continued to monitor serious injury and potential fatality data and trends, making updates to our Life-Saving Actions program based on observations and lessons learned in high-risk areas. As an example, we created a visual reference guide for all safeguards to help teams better understand them.



### Operations Start Card

- Over time our company has used a variety of hazard analysis tools prior to starting work in the field. In November 2021, we launched the new Operations Start Card to replace all previous job hazard analysis tools across the organization. The card calls out specific items we want our supervisors to consistently think about as they look for hazards, including focusing on safeguards that will prevent life changing events. Throughout 2022, we continuously collected feedback from our project teams to make changes and adjustments that improve the effectiveness of the Operations Start Card.



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**Under the Hat**

- Employees shared their stories about using mental health resources, including Kiewit's Employee Assistance Program (EAP). These testimonials, published on our intranet, provide relatable personal perspectives about the resources available to help employees and their family members with their mental health.
- Our Safety and Benefits team coordinated external benchmarking efforts to understand ways we can improve the resources we provide our employees to help their mental health.
- All employees were assigned training focused on how to listen and have conversations about mental health with others.
- Mental Health was a daily topic during Construction Safety Week.
- We spent time training our CVIS and safety professionals to understand our EAP offerings and to spot the signs of those that might need help.
- We incorporated Under the Hat in our standardized project safety onboarding.



**UNDER  
THE HAT**  
BUILDING HEALTHY MINDS

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**Tools for the Job**

- To ensure our people are equipped with the safest tools available to do their jobs, we partnered with leading tool manufacturers to standardize processes and procedures for tool purchasing. The right tools for our job are productive and have features that eliminate the risks with using them, whenever possible. As part of new processes established, project teams can reference a catalog with tools available with built-in safety features such as kickback brakes, e-clutches, tether-ready tools and others. Teams are also encouraged to work directly with tool manufacturing partners and distributors to visit and discuss project needs, anticipated challenges and available solutions, and ensure products are in stock and available.

**Training and Development**

- We brought more standardization to our safety onboarding for craft and staff employees. This ensures consistent messaging across all company projects about our safety programs and expectations. When employees leave one project and move to another, they can expect standard messaging about our overall safety programs, but customized for their project.
- A new Safety Management technical school launched through Kiewit University. Safety Management is a safety-specialty program designed to develop the professional skills and technical competencies for project safety managers to successfully manage safety on our projects. The course features a subject-focused, active learning strategy on many advanced safety topics focused on the programmatic functions and general responsibilities for achieving safe operations and ensuring that Nobody Gets Hurt on our projects.
- We launched a new system called KrewTrack to standardize tracking field training across the organization. It features functionality around QR codes, offline syncing capabilities, and more. This enables departments administering field facing training to efficiently ensure their crews have the training they need to do their job safely.
- We enhanced development and engagement opportunities for our front-line supervisors. A front-line supervisor is anyone supervising work at the field level. This includes, but is not limited to foremen, superintendents and field engineers. Minimum expectations were established for front-line supervisor onboarding, monthly leadership development training, and weekly foremen meetings.

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## 2022 Highlights

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### Industry Leadership

- Kiewit Safety and Operations leaders continued their engagement and leadership with several construction safety associations.
  - **Construction Safety Research Alliance (CSRA)**  
The Construction Safety Research Alliance (CSRA) brings construction industry safety leaders and experienced scientists together to focus on transformative construction safety research. Kiewit is a member company, and Vice President of Corporate Safety Alicia Edsen is a member of the Board of Advisors.
  - **National Construction Safety Executives**  
National Construction Safety Executives brings construction industry safety leaders together to discuss lessons learned and share best practices in safety.
  - **Construction Industry Safety Initiative (CISI)**  
Industry executives and Safety leaders engaged in the Construction Industry Safety Initiative (CISI) meet annually to discuss safety lessons learned and best practices. Kiewit has been engaged in CISI since its formation.
  - **Canadian Construction Safety Council**  
In partnership with industry peers, Kiewit led the formation of the Canadian Construction Safety Council in 2022. Safety and operations leaders from leading Canadian construction firms engage in discussions and share best practices and lessons learned in safety.
  - **Construction Safety Week**  
During Construction Safety Week, employees across the company took part in discussions on daily topics to reinforce many keys to our safety program and celebrate the efforts of our teams. Teams had conversations about Life-Saving Actions, Under the Hat and Operations Start Cards. One day was dedicated to conducting demonstrations on human equipment interaction. The week wrapped up with a thank you to our craft workforce for all their hard work and dedication to Nobody Gets Hurt. Many projects celebrated craft with cookouts and other recognition.

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## Featured Stories

### Continuous Improvement of Craft Voice in Safety (CVIS)

Since getting its start in 2014, Craft Voice in Safety (CVIS) has been an integral part of Kiewit's safety culture. In March, CVIS leaders met to re-energize and share best practices for CVIS implementations on all projects, large and small.

The group of CVIS leads from across the U.S. and Canada spent half a day discussing topics such as the roles and responsibilities of a CVIS member, the keys to successful start-up, communication and how to measure success, with the goal of making sure the right resources are in place to make CVIS successful on every project.

Samuel Brett, CVIS lead and operator in Vancouver said, "In my eyes, CVIS is a way to give the power to the people and let them guide and take charge of their safety program. When you give that to them, individuals get more engaged and work safer because of it."

The original CVIS Guidelines were written by craft personnel in 2014. The purpose of the workshop, facilitated by the corporate safety team, was to take a close look at what is working well, what needs to be refined based on lessons learned over the past 8 years, and how better resources can be provided to projects for successful execution.

District Safety Manager Ben Snow said, "The best thing about CVIS is it's a force multiplier. Once it's brought in and CVIS is helping us run our culture, it makes everything else in our safety culture better."



Based on the conversations that took place at the March workshop, the corporate safety team partnered with CVIS leads to build upon existing CVIS resources and best practice examples to support CVIS members and project managers across the company as they implement the program.

In July, three new tools were rolled out to enhance the CVIS program.

- Project CVIS Expectations — outlines the minimum standards required for your project's CVIS program.
- CVIS Quick Guide — provides new employees, potential new CVIS Members and anyone unfamiliar with CVIS, a basic understanding of all aspects of the programs.
- CVIS Catalog — Provides tools to create visibility for CVIS on the project.

These resources provide best practices and easy-to-use templates. Projects can use these tools during the start-up phase of a project, and onboarding of new employees and potential CVIS members. Project leadership and the CVIS lead need to evaluate that the minimum standards are consistently being met.

"CVIS is the link on the job between craft and management," said Steven Reed, craft safety advisor on a project in Illinois. "I've been a craft worker for 24 years and I didn't have that for years with my jobs at other companies. At Kiewit, we are one family on every job."

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Featured Stories  
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Summer Safety Campaign

During the summer months we historically see a higher number of incidents.

Risk factors can come from both our work and home life — heat, time away from the job for vacations, the pressures of children being off school, seasonal social activities, etc. These are all factors that contribute to increased safety risks for our people. In 2022, we aimed to get ahead of this and asked everyone at Kiewit to get involved in a summer heat awareness campaign.

Instead of viewing summer as a slump, we asked safety and operations leaders to view it as an opportunity to raise awareness and proactively keep our people safe. We challenged them to develop a summer plan identifying seasonal risks both on and off the job, how to mitigate them and keep employees at all levels — from craft to leadership — safe during the summer.

Everyone, regardless of being on a project or in an office, was encouraged to think about their summer safety risks, develop a plan to mitigate them at work and at home, and most importantly, have a level of accountability that the plan was followed.



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# Diversity, Equity & Inclusion

**Objective:** Build a culture of diversity, equity & inclusion that benefits our employees, operations, suppliers and partners, and communities.

It takes a variety of experiences, backgrounds and perspectives to deliver the best solutions to our clients and communities. Kiewit's Core Values — People, Integrity, Excellence and Stewardship — are the driving force behind our ongoing, proactive commitment to building a diverse, equitable and inclusive company.

Our diversity, equity & inclusion program is centered on four pillars and objectives.



## Employees

Recruit, develop and retain a diverse workforce, and foster a culture of inclusion where all can bring their authentic selves to work and all backgrounds, experiences and perspectives are valued and respected



## Operations

Staff projects to reflect the communities in which we work, enabling our project teams to better represent, understand and address the unique needs of each community



## Suppliers & Partners

Provide more equitable economic opportunities by actively engaging and supporting disadvantaged, underrepresented and diverse suppliers, vendors and subcontractors across our supply chain



## Community Volunteering & Giving

Invest in and support programs committed to diversity, inclusivity and equity in the communities where we live and work

## Strategies

- Recruit, develop and retain a diverse workforce
- Foster an inclusive culture, where all backgrounds, experiences and perspectives are valued and respected
- Provide equitable career development opportunities
- Provide benefits that support all types of families
- Provide meaningful economic opportunities for underrepresented, underserved and diverse suppliers
- Support community building, workforce readiness and education efforts committed to diversity, equity & inclusion
- Measure our performance to enable improvement



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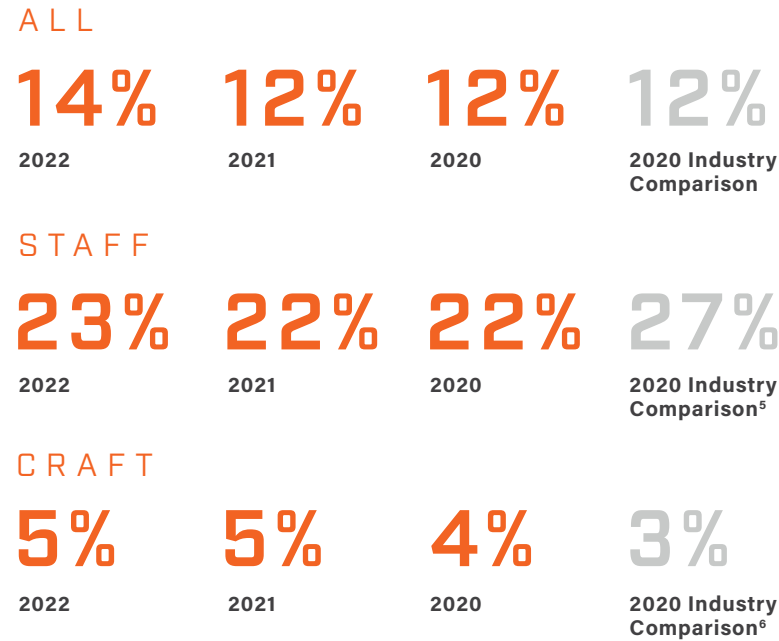
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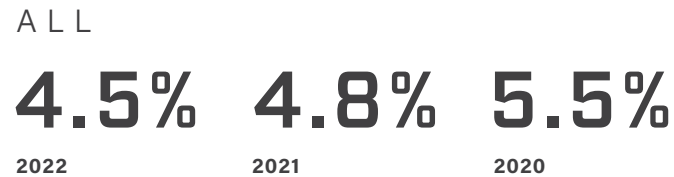
4.3: Gender Diversity (U.S. & Canada) <sup>1, 2, 3, 4</sup>

Below shows the percentage of female employees in Kiewit's workforce by all workers, staff workers and craft workers.



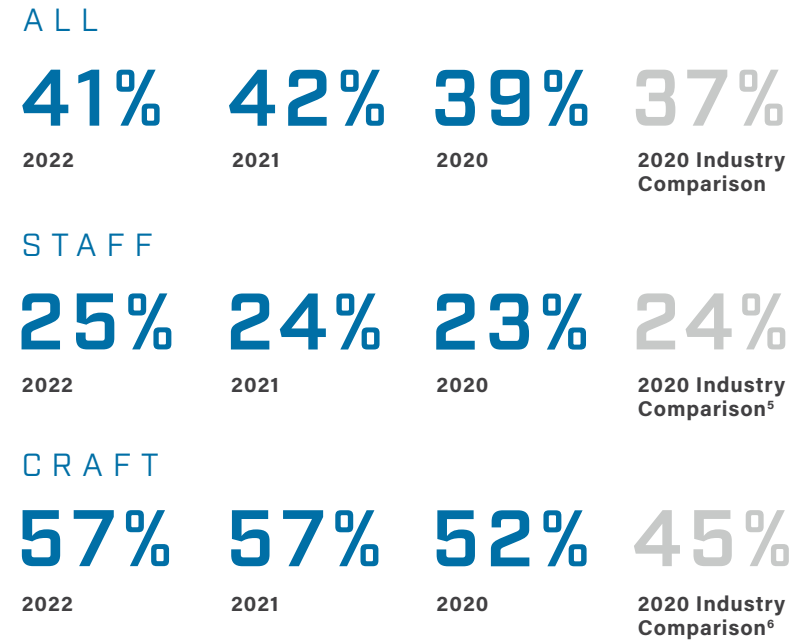
4.5: Military Servicemember/Veteran (U.S.) <sup>1, 2, 8, 9</sup>

Below shows the percentage of military servicemembers and veterans in Kiewit's U.S. workforce.



4.4: Racial & Ethnic Diversity (U.S.) <sup>1, 2, 4, 7</sup>

Below shows the percentage of racially and ethnically diverse employees in Kiewit's workforce by all workers, staff workers and craft workers.



1. All Kiewit data based on average headcount in 2022  
 2. Based on voluntary self-identification or other permissible records  
 3. Percentages remain consistent when separated by country  
 4. Industry Comparison: U.S. Based on 2020 EEO-1 Job Patterns for Minority and Women in Private Industry Reports Published by the Equal Employment Opportunity Commissions (EEOC) for Construction Industry  
 5. Industry Comparison Estimated Staff (All Job Categories except Craft Workers, Operatives, Laborers and Sales Workers)  
 6. Industry Comparison Estimated Craft (Craft Workers, Operatives and Laborers Job Categories)  
 7. Ethnicity and race is not tracked in Canada  
 8. Utilize OFCCP veteran benchmark for hiring which is intended to produce a representative veteran workforce; in 2022, the OFCCP veteran hiring goal was 5.5%  
 9. Military or veteran status is not tracked in Canada



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The Women in Kiewit and Legacy Diversity scholarships provide dependents of Kiewit employees with tuition assistance of \$5,000 per semester, per year for up to four years. Eligible candidates are graduating high school seniors and current college students who are dependents of current Kiewit employees and pursuing an engineering or construction management degree. Recipients also receive development opportunities, including internships, with Kiewit.

4.6: Women in Kiewit and Legacy Diversity Scholarships

	2022	2021	2020	Lifetime (2018-Jan 2023)
# of new scholarship recipients selected	10	6	8	32
# total scholarship recipients funded (new + renewed)	27	21	16	-
Total \$ invested	\$220,000	\$190,000	\$120,000	\$705,000

Scholarship Highlights



Of 32 total scholarship recipients through May 2023, **22** have previously interned or are currently interning with Kiewit



Of 10 scholarship recipients who have graduated through May 2023, **5** are working full-time with Kiewit



27 scholarship recipients received support from Kiewit in 2022 totaling **\$220,000**

**\$705,000**

For the lifetime of the program beginning in 2018 through January 2023, **\$705,000** has been awarded to **32 students**

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Kiewit and the Thurgood Marshall College Fund (TMCf) began a partnership in 2022. TMCf helps Kiewit identify Historically Black College & University (HBCU) students to participate in a two-day Immersion Program. Select Immersion Program participants receive scholarship support and internship opportunities with Kiewit.

**4.7: Thurgood Marshall College Fund**

	2022
# of Immersion Program participants	20
# of summer interns and scholarship recipients	8
# of HBCUs represented	10
Total \$ invested	\$250,000

Our Future Women in Kiewit Summit (FWIK) / Women's Construction & Engineering Leadership Seminar (WCELS) brings collegiate women studying construction and engineering together with Kiewit employees to discuss careers in the industry.

**4.8: Future Women in Kiewit Summit / Women's Construction & Engineering Leadership Seminar**

	2022	2021	2020	Lifetime
# of participants	95	97	74	967
# of universities / colleges represented	41	46	28	115

**TMCf & FWIK/WCELS Highlights**

- Opportunities for participants to network and converse with more than 20 Kiewit professionals
- Discuss on topics like:
  - Kiewit culture
  - Key markets and projects
  - Confidence
  - Mental health
  - Kiewit employee benefits





## 2022 Highlights

### Building a Diverse Talent Pipeline

- Kiewit selected five students each to receive the Women in Kiewit and Legacy Diversity scholarships, for 10 new recipients total in 2022. The scholarships provide each recipient with \$5,000 of financial support per semester, per year, as they pursue construction or engineering degrees.
- 95 collegiate women from 41 universities in the U.S. and Canada attended the Future Women in Kiewit Summit / Women's Construction Leadership Seminar at Kiewit University in Omaha, Nebraska.
  - Nearly 1,000 students have attended this event since its first year in 2010.
- 2022 marked the first year in a partnership between Kiewit and the Thurgood Marshall College Fund (TMCF). In February, Kiewit and TMCF hosted 20 Historically Black College & University (HBCU) students for a two-day immersion program at Kiewit University in Omaha, Nebraska.
  - 8 of the students interned with Kiewit in summer 2022 and received \$10,000 in scholarship support from Kiewit for the 2022-2023 school.
  - Overall, Kiewit invested \$250,000 in the Thurgood Marshall College Fund program in 2022.
  - In 2023, we intend to expand this partnership to include 20 interns in the summer.
- Our staff recruiting team hosted recruitment events targeted toward diverse and underserved populations, including the following:
  - Participated in 10 events on Historically Black College & University (HBCU) campuses
  - Committed a sponsorship donation to Prairie View A&M University, an HBCU
  - Coordinated Kiewit executive visits to Florida A&M University, an HBCU, to strengthen our relationship
  - Partnered with the Society of Women Engineers National Convention and supported collegiate SWE chapters on 7 college campuses through financial support
  - Partnered with the Society of Hispanic Professional Engineers (SHPE) National Convention and supported collegiate SHPE chapters on 4 college campuses
  - Supported collegiate National Society of Black Engineers chapters on 4 college campuses and initiated plans to sponsor the 2023 National Society of Black Engineers Annual Convention
- Our craft recruiting team hosted recruitment events targeted toward diverse and underserved populations, including the following:
  - Partnered with Women Building Futures in Canada, participating in three events, interviewing 22 candidates and placing 11 candidates on construction projects in 2022
  - Sponsored Skills chapters in British Columbia, Alberta, Ontario, and USA, including an emphasis on Skills Alberta's Support of Girls Exploring Trades and Technology conference
  - Partnered with the Association for Career and Technical Education's regional and national educators and administrators to identify construction education programs to support in the communities where we work
- Attended career events hosted by the Texas Department of Corrections to share opportunities and support re-entry programs
- Our staff and craft recruiting teams both continued efforts to connect with transitioning military service members, military spouses and veterans, which led to several full-time employment offers and accepts:
  - Attended 7 military/veteran activities at military institutions for Active Duty, Reserve and National Guard
  - Attended 5 Hiring our Heroes events attended by more than 1,000 service members
  - Placed 9 transitioning service members with internships in 2022 through SkillBridge
  - Worked with veteran-focused education partners, including:
    - Heavy Equipment College of America
    - Southeast Lineman Training Center
    - Home Builders Institute, Fort Stewart
    - Service Academy Career Conferences
- We joined the White House Infrastructure Talent Pipeline Challenge. This effort will help strengthen and grow partnerships between the private sector, universities, trade schools, unions and government.

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Fostering an Inclusive Culture

- We coordinated all-company Women in Kiewit virtual meetings, which featured discussions on allyship, benefits, best practices for employee engagement in diversity efforts, and other topics.
- In March, our CEO shared a message to kick off Women in Construction Week. Women in Kiewit chapters throughout the organization recognized their employees, facilitated conversations about attracting, retaining and developing women in construction and engineering, and volunteered with organizations introducing young women to science, technology, engineering and math (STEM).
- In October, we recognized Construction Inclusion Week by highlighting some of our DEI programs and practices internally and externally.

Providing Benefits that Support All Types of Families

- Fertility coverage was added to our benefits package, including coverage for infertility treatment and prescription drugs for employees and covered spouses.
- We formed a focus group of Canadian employees to study and evaluate possible improvements to our maternal and parental leave programs, and specifically how to provide employees with better support and an improved experience when they return to work.

Providing Economic Development Opportunities

- We completed studies to determine 2020 and 2021 spend with small-, local-, women-, veteran- and minority-owned businesses in the U.S. and developed processes to streamline this reporting on annually. This enabled us to more efficiently determine our 2022 spend with these partners. Refer to the Supply Chain section to see more details about our engagement with DBE and Indigenous suppliers.

Supporting Community Causes Committed to Diversity, Equity & Inclusion

- We implemented a process to track the populations served by our charitable giving and outreach, including causes supporting the advancement of women, minorities and veterans. Please refer to the Community Engagement section for examples of our community volunteering and giving in 2022.

Building Strong Partnerships with Indigenous People

- Our Canadian offices and projects acknowledged National Day for Truth & Reconciliation with training and other awareness efforts.
- All Canadian staff employees received Indigenous Peoples awareness training.
- Leaders of our Canadian Operations and Kiewit Supply Network initiated efforts to formally track spend with Indigenous Peoples on all Canadian operations. To date, this has been done on a project level, rather than as a corporate process. We piloted new processes with several test projects in 2022.
- Many projects in Canada tracked the number of Indigenous Peoples hires in 2022.



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## Featured Stories

### Future Women in Kiewit

For some of the 95 collegiate women who attended the Future Women in Kiewit Summit (FWIK) / Women's Construction & Engineering Leadership Seminar (WCELS), the flight to Omaha, Nebraska, was their first.

That anxiousness and excitement attendees felt traveling to Kiewit University is probably like what they'll feel starting out in the construction and engineering industry.

The goal of FWIK/WCELS is to give attendees tools and insights they can use to succeed in their careers.

"We strive to provide open, candid, and honest conversations about thriving in the construction industry," said Talent Development Director Rae Magistro. "Leadership and real-life scenarios drive the content - bringing both male and female leaders in on discussions that support our next generation of female leaders."

Together with Kiewit employees and leaders, attendees networked and discussed what it's like to be a woman in a male-dominated industry like construction and engineering, how to lean into individual strengths, develop leadership skills, build confidence and overcome fears.

There were three groups of attendees. A majority were nominated by their professors. Others were previous Kiewit interns who have been offered or already accepted full-time employment or Kiewit Scholars from the University of Nebraska-Lincoln and Purdue.

Since 2010, nearly 1,000 women have attended this event. Many are now building their legacies at Kiewit. Some shared perspectives as presenters at this year's event.



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**A New Partnership with Thurgood Marshall College Fund**

Together with the Thurgood Marshall College Fund (TMCF), we welcomed 20 students from 10 Historically Black Colleges and Universities (HBCUs) for a two-day summit at Kiewit University in Omaha, Nebraska, in February 2022. It was the official kickoff of a new partnership between the organizations.

The construction and engineering majors met with Kiewit employees, including members of our corporate Diversity, Equity & Inclusion Committee, CFO and vice presidents of Safety and Quality, to learn more about Kiewit and our industry. The event was structured to help participants gain a better understanding of our industry, and ultimately decide if Kiewit is the right fit for them. TMCF identified the students for this opportunity and ensured it was an impactful event. Dr. Eric Hart, chief programs officer for TMCF, delivered opening comments that set the tone for an impactful two days.

Eight of the attendees interned with Kiewit in the summer of 2022 and received financial support for the 2022-2023 academic year.

The partnership with TMCF will expand to include additional immersion event participants, interns and scholarship recipients in 2023.



**Saying Thank You to Veterans and Service Members**

To honor all veterans and active service members, including our Kiewit team members, we made a corporate donation of \$10,000 to Wreaths Across America.

Our Lenexa, Kansas, Omaha, Nebraska, and Lone Tree, Colorado, offices each hosted Veterans Day events recognizing local Kiewit employees who are veterans or active service members. In Omaha, the event was held at the Strategic Air & Space Museum. In Lenexa, in addition to a recognition breakfast, 180 employees and their families volunteered to stuff 100 Battalion Buddy Teddy Bears for children of deployed troops; assemble 100 winter survival kits for homeless veterans; and write and decorate more than 200 thank you cards for veterans.

**Employer Support of the Guard and Reserve (ESGR) Recognizes Kiewit**

Retired Major General Rick Evans presented Kiewit the Pro Patria award from the Employer Support of the Guard and Reserve (ESGR) for Kiewit's support of its employees that are in the Guard and Reserve. Kiewit has been honored as the top employer in Nebraska with this award three times since 2011.



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## Featured Stories

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### Building a Diverse Team on the Columbia Boulevard Wastewater Treatment Plan

On the Columbia Boulevard Wastewater Treatment Plant, diversity was a priority for the City of Portland early on. The construction manager/general contractor (CMGC) method was chosen in part because of the opportunities it provided for increasing equity and diversity on the project team. This included contracting with locally certified businesses and apprentice programs for women and people of color in the construction phase.

“Increasing construction contracting and workforce diversity is extremely important for the City, especially at this scale of a project,” said Muriel Gueissaz-Teufel, program manager for the City of Portland. “We were able to keep a lot of contractors and apprentices working through the pandemic, where millions have gone to disadvantaged,

minority, women-owned, emerging, service-disabled business enterprises while providing training opportunities to minority and women apprentices.”

The Community Benefits Agreement (CBA) established by the City of Portland outlined goals for the small business workforce and apprenticeship percentages on the job. Kiewit continues to far exceed the apprenticeship, minority and female workforce goals on the job.

The team’s focus on achieving and exceeding the CBA goals on the Columbia Boulevard Plant has turned the project into a model job for the City of Portland, illustrating how these goals bring value to the project.

“On the team we have people from all walks of life and that has brought a lot of good perspective and good ideas forward on the project,” said Construction Manager Eric Johanson. “We’ve rolled out many trainings on respect, inclusion, equity and building a harassment-free culture, which has helped make this project a positive place to work. When people feel heard and included, they want to come to work and perform at their best and that’s been critical to our success.”

As a result of the diversity efforts and achievements on this job, Kiewit was nominated by the Professional Business Development Group and recognized by the Oregon Daily Journal of Commerce as a “Building Diversity 2022 Honoree”.

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**Connecting Young Industry Hopefuls with Kiewit**

Kiewit hosted day one of Transportation and Construction GIRL's Career Week for GIRLs — an event that gives young women exposure to the construction and transportation industry. Female students aged 13 to 20 experienced a day in the life of an engineer with hands-on activities at our Aurora, Colorado Training Center.

During the event, volunteers spent a full day with the participants, offering industry knowledge and insight.

Throughout the day, attendees heard from Kiewit women, participated in engineering activities, toured the training center and took part in a construction workshop.

"I don't think they fully realize all the opportunities that are out there until they see it," said Kiewit employee Robyn Wulfekoetter. "It was really cool to see their eyes light up."

Aurora Training Center Facility instructors facilitated electrical, piping and ironworking exercises, sharing their passion for the industry with the girls.

"They were all so welcoming to the girls, telling them how much this industry needs more women," said Kiewit employee Sonya DuPuis. "If girls don't have somebody telling them that this industry is for them, they don't think it is."

"When they're young and they don't already have that preconceived notion of I'm bad at math or I can't physically do this or that, we show them that yes indeed you can do that," said Wulfekoetter. "I think it opens their minds up to the possibilities."





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### Indigenous Engagement on Ontario's Little Long Dam

Ontario Power Generation's (OPG) Little Long Dam Safety Project will increase the discharge capacity of the Little Long Main Dam to 8,680 cubic meters of water per second – three times the amount of Niagara Falls. The project is necessary to protect this region of northeast Ontario from potential flooding, especially during an April-July window for freshet, a thaw resulting from melting ice or snow. It will also protect OPG's four regional hydroelectric generating stations.

The project is in Moose Cree and Taykwa-Tagamou First Nations Territory. Kiewit and OPG have worked closely with the local Indigenous communities to ensure they can take advantage of opportunities associated with the project, and to learn from and show appreciation for their culture.

#### **Cultural Awareness and Community Engagement**

All employees on the project site receive a mandatory orientation, including Indigenous culture training. Throughout the project, the Kiewit team has fundraised for local Indigenous charities. A Tipi was installed on site to serve as a gathering area and to recognize the project's location on Moose Cree and Taykwa-Tagamou Territory.

#### **Employment and Training**

At peak in 2022, 54 Indigenous Peoples were employed on the project. Some of their positions included: labourer journeyman, operating engineer, carpenter journeyman, carpenter foreman, teamster journeyman, ironworker journeyman, environmental specialist, rod buster apprentice, first cook, housekeeper and receptionist.

Kiewit hosted several Indigenous members for environmental internships, and through its subcontractors, helped identify opportunities for members to start trade apprenticeships.

Prior to the project starting, Kiewit and OPG coordinated community outreach events to provide information about potential employment and business opportunities for the Indigenous communities. Since mobilization, Kiewit and OPG have held bi-weekly meetings with Indigenous Liaisons of the region to identify and communicate upcoming opportunities. Kiewit project management participated in two forums with high school students and the local Building Trades Union to share experiences and discuss career opportunities in the industry.

### Honoring National Day for Truth & Reconciliation in Canada

In recognition of National Day for Truth & Reconciliation in Canada, Kiewit offices and projects committed time to learning more about the legacy of residential schools and their impact on Indigenous Peoples and communities across the country, in addition to a general history of Indigenous Peoples in Canada. Some of the ways Kiewit's Canadian teams recognized the day included:

- Wearing orange shirts and safety vests
- Providing hard hat decals designed by a local First Nation artist to personnel
- Donating to Indigenous charities that support survivors of the residential school system, including Orange Shirt Society & Indian Residential School Survivors Society
- Providing education on the history of Indigenous Peoples in Canada
- Including land acknowledgments and information in meetings



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# Talent Development

**Objective:** Provide industry-leading training and development opportunities for our people.

We support long and prosperous careers that offer our staff and craft employees continuous opportunities to learn something new, take on more responsibilities, advance within the organization and write their own legacies. Our talent development program includes on-the-job-training, corporate schools, reimbursement for external education and certifications, and regular performance reviews. Our Kiewit University and Training Center facilities are hubs for our in-person, corporate employee training programs.

## Strategies

- Deliver internal training to staff and craft employees
- Support employees pursuing external training, development and education opportunities
- Drive continuous, in-the-moment feedback and reviews through our Right-Time Feedback program
- Provide a best-in-class internship program

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2022 in Review

4.9: Internal Training

	2022	2021	2020
Annual hours of on-the-job, district and corporate training completed by full-time staff employees	1,375,704	1,228,608	1,347,630
Average annual spend per full-time employee on training and development	\$7,644	\$7,512	\$6,252
% of full-time staff employees who completed Management or Technical School training	19%	21%	13%
# of managers (instructors) who taught Management and Technical School courses	558	308	227
# of training hours committed by managers (instructors) to Management and Technical School courses	8,032	4,270	1,481

4.10: Tuition Reimbursement

	2022	2021	2020
# of people who used tuition reimbursement	167	199	195
\$ invested in tuition reimbursement	\$577,900	\$638,100	\$645,200

4.11: Right-Time Feedback

	2022	2021	2020
% of full-time staff employees who completed a Right-Time Feedback check-in	67%	61%	62%

Talent  
Development Highlights

**1.4M**

Full-time staff employees completed nearly **1.4 million hours** of on-the-job, district and corporate training in 2022 at an average annual spend of **\$7,644 per employee**

**8,000**

**558 Kiewit managers** committed more than **8,000 hours** to teaching Management and Technical School courses in 2022

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2022 in Review

4.12: Interns

	2022	2021	2020
# of interns	980	772	1,152
# of schools represented by interns	220	218	215
Conversion rate (returning intern or full-time hire)	51%	44%	59%

4.13: National Center for Construction Education and Research (NCCER)

	2022	2021	2020
# of hours	12,315	15,609	4,959
# of participants	197	165	125



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## 2022 Highlights

### Internal Training

- We launched the next generation of our corporate Management Schools in 2022. These Schools are focused on developing managers and providing them the tools they need to communicate, collaborate and build relationships to successfully deliver our projects. The new model of these courses have a blended learning approach, including pre-learning, peer/crew learning, case-based team exercises, live training, and action-planning. We made these changes to better serve our employee learners following a comprehensive review of our corporate school programming during the COVID-19 pandemic.
- We hosted our full schedule of technical schools for the first time since the COVID-19 pandemic began in 2020. Technical schools are discipline-based training intended to prepare learners for current or short-term positions. These courses provided targeted instruction and application exercises including means and methods, planning, safety, quality and production aspects for each course's specific operations or discipline. Our Talent Development team spent significant time and effort reviewing these technical schools in 2022 to identify areas of opportunity and improvement, much like what was done for our Management Schools. We'll begin implementation of changes to our Technical Schools in 2023.

### Right-Time Feedback (RTF)

- A simplified RTF process launched in early 2023 after development in 2022. Leading up to this update, Kiewit's Talent Development team reviewed manager and employee insights and more than 100,000 interactions in the RTF system. The feedback and findings led to changes that make RTF easier and more collaborative while delivering value that matters. There is a 64% reduction in steps to kick-off an employee review, saving time and providing a more accessible, efficient version of the tool. The improvements get employees more engaged in RTF, limiting the need for managers to 'do everything'. RTF is realigned toward goals rather than skills, and a Keep/Stop/Start section helps direct attention to actions and behaviors that build success in roles.

### External Training

- Our Talent Development team initiated a review of our external training programming. The intent is to ensure we are focused on external learning opportunities that better prepare our employees for success in a changing market with different contract models and more complex projects, requiring a greater focus on collaboration and relationship building. Additionally, as we continue to grow our in-house engineering expertise, we'll continue to emphasize support of professional engineering and other relevant certifications.
- We added a new learning experience platform to our self-directed learning journeys and hybrid Kiewit University programs to better support our learners' experiences.



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*"I'm about 28 years into my career, but you never stop learning. There's always new things to learn. And the industry's changing ... the resources, the people are changing, and we have to adapt. These trainings keep me on my toes. I'm going to take forward some of the confidence I've gained and definitely recommend this class to the next level of people who are coming up. I learned I have a lot of resources I can rely on, and now I feel like I have other people I can call upon if I need help."*

*Anthony DiGirolamo  
Sr. Track Engineer*

## Featured Stories

### The Next Generation of Learning

When COVID-19 took hold in 2020, we quickly adapted our training programs to a virtual format to ensure employee development stayed on track.

Our Talent Development team took the opportunity during the pandemic to reassess training and rethink the employee learner experience. They analyzed corporate learning research, which finds that people in the corporate world need training to be as realistic as possible to the actual work and what people are experiencing on the job. Importantly, they also considered the way our business has changed over the course of 10 years, since the last major overhaul of our corporate learning structure. Today, many of our projects involve an integrated delivery approach, with a premium on relationships and collaboration.

An internal advisory board, which included employees from across the business of varying levels of seniority, partnered with Talent Development leaders to review the analysis and provide feedback on proposed restructuring of the program. Senior leaders serve as deans and chairs for the corporate schools, advising on curriculum, learner population and delivery methodology, and were engaged extensively in the assessment and restructuring plans for the schools.

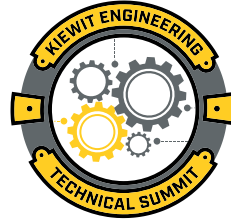
The new structure for our corporate management programs better suits the habits of today's employee learners, and better aligns with the way we do business today. Management Schools now start with a virtual kick-off to introduce key topics and provide e-learning assignments to be completed before pairing learners for peer learning exercises.

Learners are then gathered into groups, called learning crews, and given case studies that they resolve and present. Learners are brought to Omaha for a live session where they are trained, building off their earlier e-learning and case studies. Finally, learners create action plans to institute what they learn in their offices and on their job sites.

We conducted the final sessions of schools in our legacy format in fall of 2021 and launched the first of these Next Gen schools in October 2021, with a full calendar of these updated courses in 2022. Each school starts with a pilot session with limited, hand-selected learners. Learners and facilitators provide continuous feedback, which Talent Development evaluates as it arrives. After each pilot session, Talent Development will monitor evaluation results, holding an annual curriculum review to determine any necessary changes or updates.

## Featured Stories

CONTINUED



### Engineering Technical Summit

More than 2,000 people — including employees and external business partners — attended the Kiewit Engineering Technical Summit in February 2022. The event awarded 7,400 total Professional Development Hours (PDHs).

Kiewit engineers presented project case studies, innovations in technology, and examples of Kiewit's holistic, integrated approach to projects that leverage the full complement of the company's engineering capabilities. Each day of the three-day event also featured an external keynote presentation highlighting the changes and trends in Kiewit's markets.

For Kiewit engineers and external attendees, the summit provided an opportunity to share innovations, consider how Kiewit's markets will change in the next 5, 10 or 20 years and discuss how Kiewit can prepare to meet the needs of a rapidly evolving marketplace.

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### Interns of Kiewit

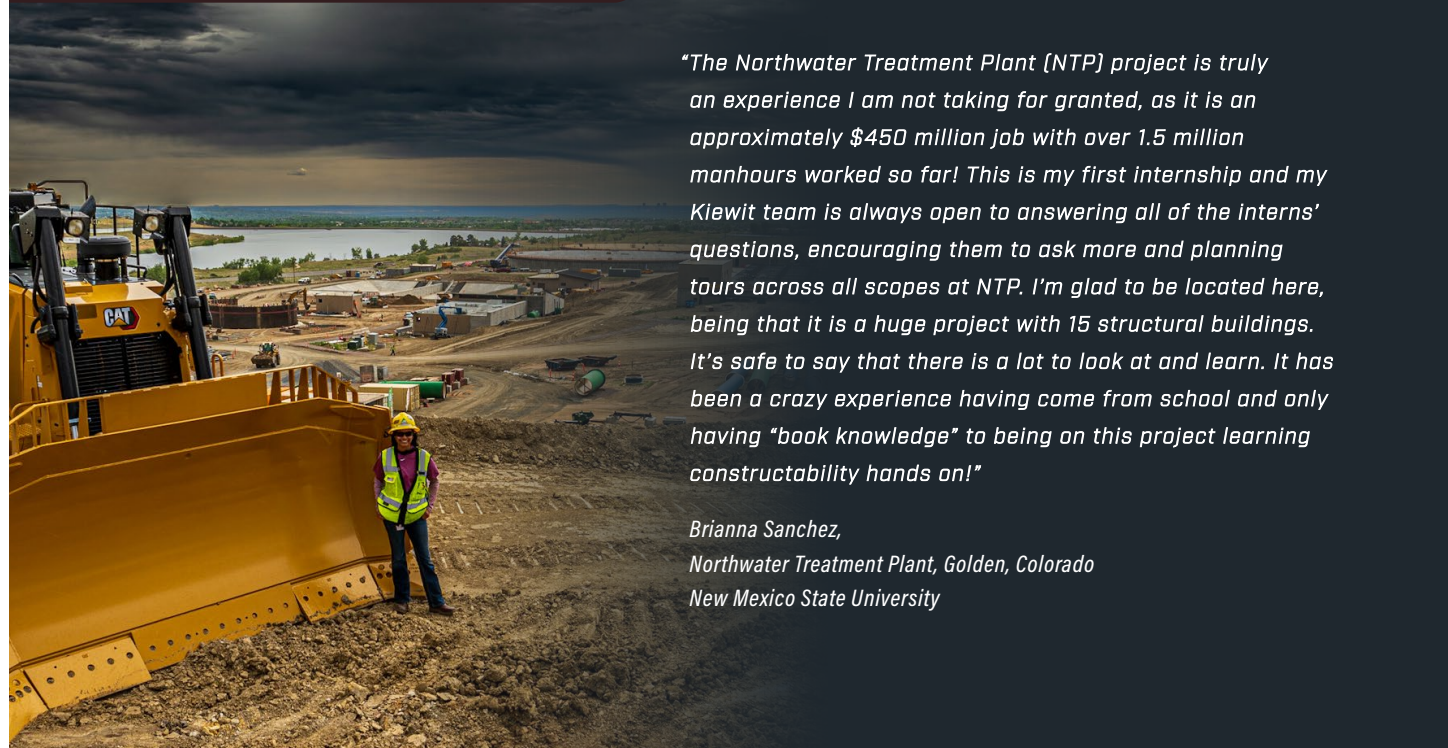
Each year, hundreds of interns work on Kiewit projects and in offices supporting the company's operations. Perspectives from two 2022 interns are shared here.

*"This is my first internship with Kiewit, and while I have only been on this project for a short time, I have learned lessons that I will carry with me for a lifetime. Getting to work, day in and day out, with the various subcontractors and staff has developed my communication, managerial and technical problem-solving skills immensely. Part of my day-to-day operations includes material acquisition, subcontractor oversight, report submittals, and, most importantly, maintaining a safe workspace so each and every one of our people get home safe. I found the support Kiewit offered me as an intern unlike that of any other job I have previously worked on."*

*Sean Craven,  
WMATA 4 project, Washington D.C.  
Penn State University*

*"The Northwater Treatment Plant (NTP) project is truly an experience I am not taking for granted, as it is an approximately \$450 million job with over 1.5 million manhours worked so far! This is my first internship and my Kiewit team is always open to answering all of the interns' questions, encouraging them to ask more and planning tours across all scopes at NTP. I'm glad to be located here, being that it is a huge project with 15 structural buildings. It's safe to say that there is a lot to look at and learn. It has been a crazy experience having come from school and only having "book knowledge" to being on this project learning constructability hands on!"*

*Brianna Sanchez,  
Northwater Treatment Plant, Golden, Colorado  
New Mexico State University*



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## Community Engagement

**Objective:** Share time, talent and resources with our communities.

Our communities are shaped by the projects we build and the time, talent and resources we share. Through our foundation, corporate support and localized outreach, we're able to help non-profits, schools and community partners. Each community is unique, with different priorities and needs, so we take the time to understand the most meaningful ways we can give back in each one. We are proud to partner with several colleges and universities to develop and support scholarship programs building the next generation of construction and engineering professionals.

*Pictured above: In British Columbia, Kiewit supported Mission Possible, an organization working with people facing barriers to employment to provide supportive, transitional work experience and community. Kiewit employees coordinated internal and external fundraising to make a \$100,000 donation to Mission Possible.*

### Strategies

- Donate to and encourage employee volunteering with organizations committed to community building, workforce readiness and education
- Establish a process to track all company giving
- Establish a process to track employee volunteer hours
- Partner with universities on the Kiewit Scholars Program to build the next generation of construction and engineering professionals



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**Charitable Contributions**

4.14 shows charitable contributions from Kiewit Corporation. This includes donations made by the Kiewit Companies Foundation — a 501(c)(3), as well as corporate sponsorships, and additional donations from Kiewit project and office teams.

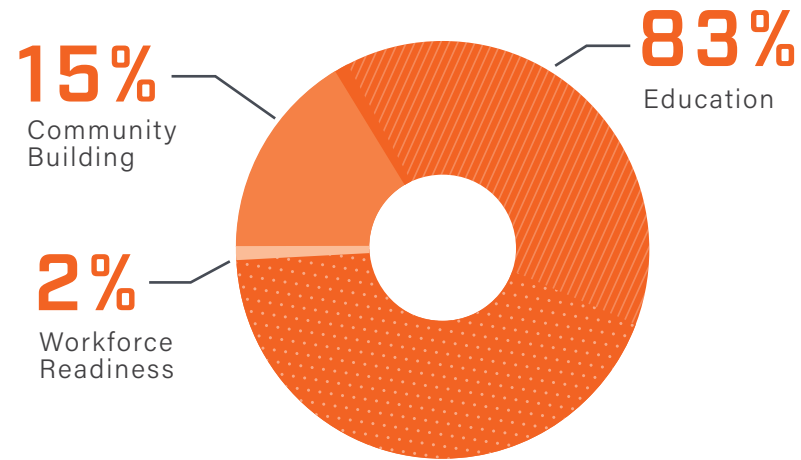
4.15 represent the impact of 2022 giving from the Kiewit Companies Foundation, which is the most significant portion of our overall reported giving in Figure 4.14.

**4.15: Kiewit Companies Foundation Breakdown**

**\$36.4**  
MILLION FROM  
KIEWIT COMPANIES  
FOUNDATION

**198**  
ORGANIZATIONS  
SUPPORTED

**4.14: Charitable Contributions**



- \$15 million Kiewit Hall contribution
- \$15 million Kiewit Luminarium contribution

**Education**

- STEM Education/Projects
- K-12
- Collegiate

**Workforce Readiness**

- Training
- Mentoring Programs

**Community Building**

- Arts & Culture
- Health and Human Services
- Environmental and Animal Welfare

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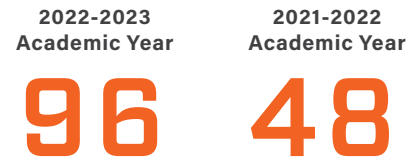
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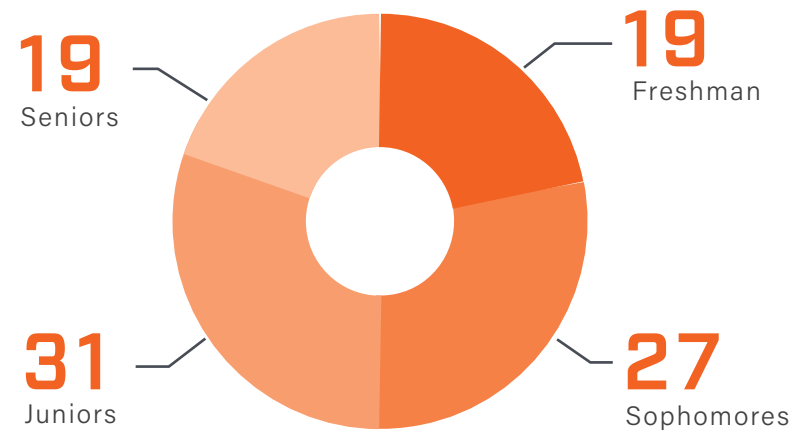
**Kiewit Scholars**

Through university partnerships, the Kiewit Scholars program, which started in the 2020-2021 academic year, provides students with opportunities and experiences to help build their professional capabilities and networks, to prepare them to be leaders within Kiewit and the industry. The program includes scholarship support, leadership curriculum and industry mentorship, and internship opportunities with Kiewit. It is supported by donations from Kiewit and executive leadership.

**4.16: Kiewit Scholars Participants by Academic Year**



**4.17: Kiewit Scholars Participants by Class in 2022-2023 Academic Year**



The 2022-2023 cohort of Kiewit Scholars participants across all campuses is **52% female and 48% male**



**21%** of 2022-2023 Kiewit Scholars participants identify as ethnically diverse.

**4.18: Kiewit Scholars Participation in Internship Program**

	Summer 2023	Summer 2022
Kiewit Scholars Interned/Interning	45	28

**4.19: Kiewit Scholars Graduates in 2022-2023 Academic Year**

	May 2023	December 2022
Graduates	19	2

**4.20: Kiewit Employee Engagement in Kiewit Scholars Programs in 2022-2023 Academic Year**

	2022-2023 Academic Year
Kiewit employees engaged	42
Seminars	59

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## 2022 Highlights

### Donations

- We identified key focus areas for our charitable giving efforts: science, technology, engineering and math (STEM) education; workforce readiness and mentoring; and community building. Our teams are encouraged to prioritize these causes when donating and volunteering.
- We developed a process to more accurately track charitable giving from projects and regional offices. We continue to improve our charitable giving data collection and analysis processes.

### Volunteering

- We analyzed existing processes for collecting employee volunteerism data, identified opportunities for improvement and began implementing those changes.

### Kiewit Scholars

- We launched new Kiewit Scholars programs in partnership with Iowa State University and Purdue University. The Kiewit Scholars program at the University of Nebraska-Lincoln entered its second academic year. The Kiewit Design Build Scholars program at University of Colorado Boulder program entered its third academic year.
- We are committed to setting students up for long-term success in their careers and providing them with impactful experiences in the engineering and construction industry through the Kiewit Scholars programs. Direct contact with the company and employees is integral to that mission. This engagement includes welcome dinners, mentorship programs, internship placement meetings, lectures, workshops and site tours. Seminar topics in the 2022-2023 academic year included:
  - Professionalism
  - Leadership
  - Teamwork
  - Professional Ethics



More information about the Kiewit Scholars initiative can be found in Kieways 2022 Q1: [How to Build an Engineer](#)

- Communication
- Conflict Management
- Diversity, Equity & Inclusion
- Work-Life Balance
- "Day in the Life" of a Kiewit Engineer
- Internship Preparation
- Book Study
- Gallup StrengthsFinder
- Another way we provide direct contact with the company and impactful construction and engineering experience is by extending internship opportunities to enrolled students.
- In 2022 alone, nearly \$1.6 million was contributed to the Kiewit Scholars programs combined across all four campuses. This included corporate and executive donations.

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## Featured Stories

### Inspiring STEM Futures at Kiewit Luminarium

Opened to the public in April 2023, Kiewit Luminarium is a welcoming and inclusive space intended for a diverse audience of all ages to explore STEM in a hands-on and engaging matter.

Kiewit has been a steward of fundraising and establishing a vision for the center which is 100% privately funded. Current and former company executives have made significant donations to ensure the project is a success.

The 82,000-square-foot science center has four hands-on theme areas dedicated to:

- Building self and community. Exhibits on the body and its cells, as well as social science and human behavior.
- Building the world. Structures, infrastructures, landscapes, design, construction and engineering.
- Building knowledge. Physical phenomena such as light, motion, energy, sound and electricity.
- Making it count. Math, numbers and geometry.

“The Luminarium fills a gap in the community because there isn’t a science center in Omaha currently,” said Kiewit Chief Financial Officer Trent Demulling, who also serves as board chair for Omaha Discovery Trust, the project owner. “It’s going to be a great resource for educators to be able to partner with the Kiewit Luminarium and learn and share best practices to become more innovative.”

Kiewit served as the construction manager and general contractor for construction of Kiewit Luminarium.

[Read more  
about construction  
of Kiewit Luminarium](#)



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**Lending Helping Hands to Habitat for Humanity**

Several Kiewit teams volunteered with Habitat for Humanity in their areas in 2022.



**Building the Next Generation of Construction and Engineering Leaders at Kiewit Hall**

In a partnership with the University of Nebraska-Lincoln, Kiewit is donating \$25 million toward an \$85 million expansion project. Part of the expansion includes a new facility, Kiewit Hall, which will serve as the College of Engineering's academic hub and will house the university's construction management programs.

"As stewards of our community and the construction and engineering industry, Kiewit is happy to not only support the College of Engineering's physical expansion, but also the strategic efforts to grow UNL's engineering program into one of the best in the country," said Bruce Grewcock, Kiewit's chairman.

Nebraska engineering offers programs in both Lincoln and Omaha, where Kiewit was founded and where its headquarters are located. By 2026, Nebraska will need nearly 15,000 new workers in the engineering and computer science fields.

"The powerful combination of Kiewit and UNL will significantly grow the impact of Nebraska Engineering," said Chancellor Ronnie Green. "That is a top priority for the University of Nebraska. We are making great strides under the strong leadership of Dean Pérez, and I am so excited about the trajectory of this program."

Construction of Kiewit Hall is currently underway and anticipated for completion in 2023, opening to students in 2024.

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**Kiewit Teams with Bridges to Prosperity to Build Two Bridges in Rwanda**

In June, 20 Kiewit employees traveled to Rwanda to build two suspension bridges with longtime Kiewit partner, Bridges to Prosperity (B2P), a nonprofit organization whose mission is to “create a world where poverty caused by rural isolation no longer exists.” The organization builds bridges to provide access to education, health care and economic opportunity for communities living in destitute areas around the world.

The Mukaka bridge is a 118-meter suspension bridge serving 2,500 community members and the Gisiza

bridge is an 88-meter suspension bridge serving 7,000 community members. These two bridges broke several B2P records: the Mukaka bridge is the longest B2P bridge built this year and the Gisiza bridge impacts the largest community ever for B2P.

“Seeing the community using the bridge at the inauguration was the ultimate payoff,” said Kiewit employee Ethan Brand. “I was proud to walk away knowing the bridge will provide a safe and reliable crossing to thousands of people during the wet season. It is a great feeling.”

**Safety First at University of Florida TREEO Center**

A new Safety Yard at the University of Florida TREEO Center opened in April 2022. Students from the University of Florida M.E. Rinker, Sr. School of Construction Management, Santa Fe College, and industry professionals have access to safe and controlled hands-on training environment via the new living, learning lab. The facility simulates real-time situations when it comes to power tools, personal protective equipment and safety. The lab was built using Connex boxes and materials provided by Kiewit Corporation.



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**YWCA Dress for Success Honolulu**

The YWCA O'ahu is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all. Kiewit's local team supported YWCA's Dress for Success program in 2022. The goal of Dress for Success is to empower women to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life.

**The Purple Door**

In South Texas, The Purple Door provides free services to victims and survivors of family violence and sexual assault. The organization offers support and empowerment to individuals through a safe shelter, non-residential services/programs, and outreach. Kiewit's local team provided monetary support to The Purple Door in 2022.

**South Central Collaborative**

In Phoenix, Arizona, the South Central Collaborative (SCC) is focused on attracting and partnering with a diverse mix of individuals, business and non-profit organizations with varying expertise that are committed to preserving, protecting and enhancing the local community, culture and commerce.

In 2022, Kiewit provided funding to the South Central Corridor's Developer Mentorship Program. The program aims to "create pathways to ownership and wealth building opportunities for the South Central developer mentees who face barriers to entering the real estate industry due to lack of capital, equity, influence and experience as a result of structural racism and disinvestment over the course of generations."

**Veterans Community Project**

In Kansas City, Kiewit is a proud supporter of Veterans Community Project, which provides tiny home housing for veterans experiencing homelessness to get them off the street and to transition them to permanent housing. In 2022, 61 employees volunteered 257 hours to build a 650-foot fence around the Veterans Community Project Village to help increase security. They also cleaned up landscaping beds and laid new mulch. Employees participated in additional volunteer opportunities with the organization monthly.

