



Kiewit

SUSTAINABILITY

2024 REPORT



► Message from Management

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Message from Management

“It is our goal to be the best contracting organization on earth.” – Peter Kiewit

Peter Kiewit first discussed the goal of being the best in 1946. The genius of his vision is that you can never achieve it, but you can always be striving for it. To borrow more words from Peter Kiewit, this “pleased, but not satisfied” approach to the way we do business is what makes our sustained success possible, even as the world around us constantly changes.

The projects we build are a testament to our ability to adapt to evolving markets and provide the solutions clients and communities need to be more resilient. You can learn more about projects underway or recently completed by our teams starting on Page 7. From utility-scale solar in the Midwest, to emergency infrastructure development after wildfires in Hawaii, and improved commuter transit in Toronto. The value of our work is in the individual importance of each project and the collective impact of the hundreds of projects we deliver every year across North America.

As you read on, you’ll see how we emphasize continuous improvement in everything we do. We collaborate internally and with external stakeholders — including our clients, equipment manufacturers and community and industry partners — to improve how we keep people safe, attract top talent, provide development and health and well-being resources for employees, and serve as good stewards of our communities and the environment. It’s not only about launching new processes and technologies, but ensuring the effective implementation and adoption of the programs that we know work. There’s no

better recent example of this than the safety improvements seen at Weeks Marine since they joined the Kiewit organization, highlighted on Page 44. The leadership team at Weeks demonstrated what it looks like to be engaged and accountable leaders, and their entire organization bought into adopting Kiewit’s safety fundamentals. The results speak for themselves.

As an employee-owned company, Kiewit people are personally invested in our organization’s long-term success. This personal accountability and an unwavering commitment to our core values drive the responsible and ethical decision making, innovative thinking and pursuit of excellence that has sustained Kiewit’s reputation as an industry leader and trusted partner for generations.

We hope this 2024 report shows how we continue to build a strong, enduring foundation that will enable us to thrive well into the future as we pursue our goal of being the best contracting organization on earth.



RICK LANDOHA
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 power; transportation; water; oil, gas and chemical; marine; building; 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, Mexico and Guam.

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2024 REVENUE

16.8
BILLION

2024 EMPLOYEES

31,800
EMPLOYEES

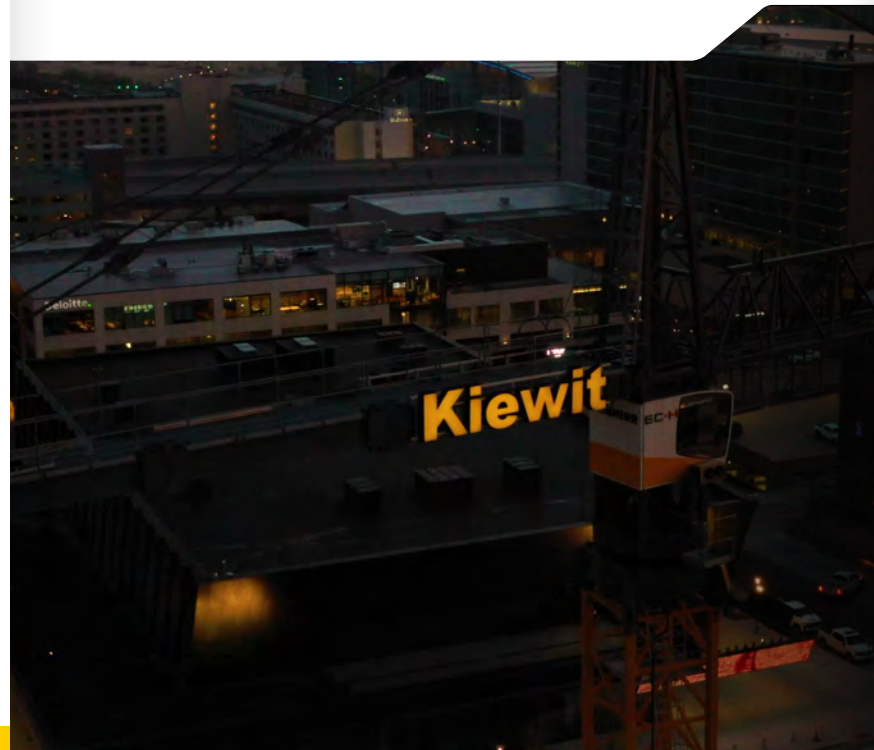
ENGINEERING NEWS-RECORD RANKINGS

#3
TOP 400
CONTRACTORS

#15
TOP 500
DESIGN FIRMS

ON-SITE RANKING

#10
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 minimizes adverse impacts to the environment, and sustains 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 topics for each pillar.



ENVIRONMENTAL

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

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption



SOCIAL

Ensure the safety, well-being and success of our workforce, business partners and communities

- Health & Safety
- Building Together
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GOVERNANCE

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

- Corporate Governance
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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 Board 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-related risk.

Our Sustainability Policy outlines our sustainability pillars and how this commitment is further supported through our core values and additional policies to ensure sustainability principles in our company. This includes addressing how we work with our supply chain partners to drive sustainable practices.

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, accounting, 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 topics, identifies key strategies and deliverables, and analyzes data to make informed decisions to ensure continued progress. This committee meets regularly 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 reviews, enterprise risk assessments and project-specific risk identification and mitigation measures to supplement and enforce its compliance programs.

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Our Projects

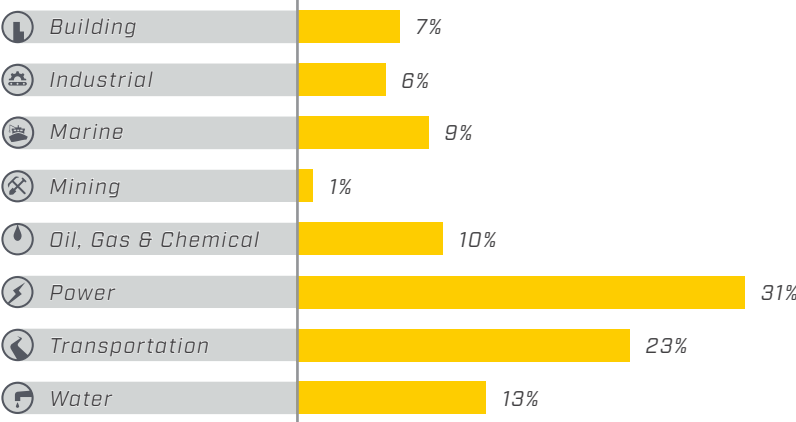
We're building for North America's future. We partner with our clients to deliver projects that improve livelihoods. Our goal is to transform our construction and engineering expertise into projects that have a positive impact on the quality of life in communities across North America — today and in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

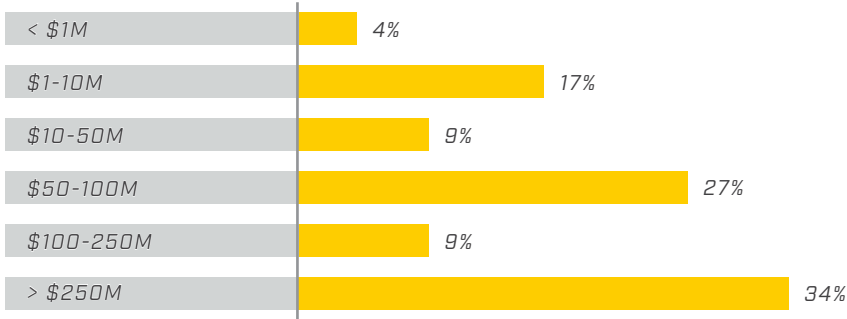
Highlighted on the following pages are some of the projects awarded to underway or completed by Kiewit teams in 2024. These projects demonstrate how Kiewit, alongside our clients, is helping to improve livelihoods in the communities where we work and live.



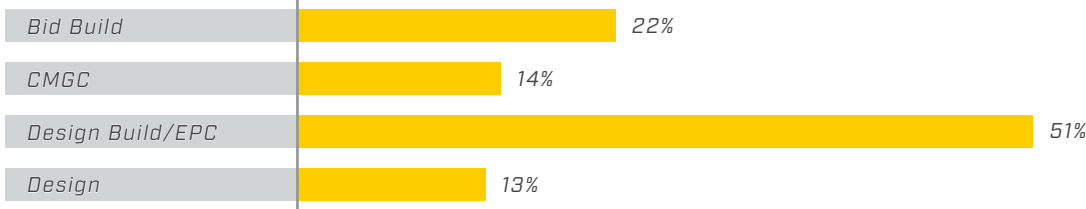
Markets



Contract Size



Delivery Models



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Northwest Light Rail Extension, Arizona

The Northwest Light Rail Extension project, completed for Valley Metro, extends the area’s existing light rail system by 1.6 miles, connecting Mesa, Tempe and downtown Phoenix to the northwest area. The extension enhances access to education, employment and services, benefiting the community by reducing traffic congestion and supporting economic growth. The project was made possible by a Kiewit-McCarthy joint venture (KMJV), with support from Kiewit subsidiary Mass. Electric Construction Co. The project included track installation, signal work and new stations. The job included several “never-befores” for Valley Metro, including its first light rail aerial station, first

parking garage — a four-story, 90,830-square-foot, 258-vehicle structure — and first rail-only bridge to traverse an interstate. Other features include a transit center with bus service, public art and new landscaping.

ENGINEERING NEWS-RECORD
SOUTHWEST'S
**PROJECT
OF THE YEAR**

University of Maryland and
Maryland Energy Impact
Partners [MEIP] NextGen
Energy Program, Maryland

The University of Maryland (UMD) is partnering with Maryland Energy Impact Partners (MEIP), which includes Plenary Americas US Holdings, Inc., Kiewit Development Company, Kiewit Power Constructors Co., and Honeywell International Inc., on the NextGen Energy Program — the university’s project to renew and modernize its energy system.

As part of the scope of work to be completed during Phase I, MEIP will develop a report that will identify the strategies to achieve energy decarbonization and put UMD on a pathway to achieve its goal of having a fossil fuel-free energy system by 2035.

The NextGen Energy Program plays a critical role in ensuring that UMD can depend on a sustainable energy system for decades to come. This will also increase efficiency and sustainability, reducing greenhouse gas emissions from the Central Energy Plant by 23% and saving 50% of the total water usage the plant requires annually.

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Northwater Treatment Plant, Colorado

The Northwater Treatment Plant is a significant project undertaken by Denver Water to provide a sustainable source of clean water for Colorado's Front Range. The plant, located near Golden, Colorado, on Denver Water's Ralston Reservoir site, has a capacity of 75 million gallons per day (MGD) and can be expanded if needed. The new plant ensures that the 1.5 million customers in the Front Range will have clean water for many years to come.

Kiewit Infrastructure Co. completed the project under a Construction Manager at Risk (CMAR) contract. The plant is designed to be highly efficient, reliable and sustainable. Some of the sustainability features of the plant include:

- Ultraviolet disinfection (UV) — By introducing UV into the treatment process, the need for a disinfection contact basin was eliminated and replaced by a buried, 120-inch diameter contact pipeline, which led to less overall concrete needed on the project.

- A hydroelectric generator — When the plant and hydrogenerator are running, the generator creates more energy than the plant needs annually and the remaining electricity can be distributed to the existing power grid.
- Plant layout — The team made use of the natural slopes of the plant's foothills location where the major structures were buried, reducing the amount of energy required to heat and cool them year-round. The layout also resulted in the ability to reuse all excavated materials, reducing off-site hauling.

Numerous industry organizations and publications have recognized the Northwater Treatment Plant project for excellence, including:

- U.S. Green Building Council LEED Gold Certification — received for the Administration Building
- Institute for Sustainable Infrastructure Envision Gold Certification

- National Safety Council Perfect Record Award — Awarded twice, once in 2017 and once in 2022, for completing at least 12 consecutive months without incurring a recordable injury
- 2022 American Water Works Association Innovation Award
- 2023 American Public Works Association Exceptional Performance in Safety Award
- 2024 American Public Works Association Colorado Chapter Award for Environment
- 2024 Engineering News-Record Mountain States Regional Best Project for Water/Environment

[Read more about Northwater Treatment Plant in Kieways](#)

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Henry Ford Health, Michigan

In June 2024, Henry Ford Health Energy Partners, a team including Kiewit and Veolia, announced a partnership with Henry Ford Health, one of the nation's premier academic and integrated health systems, to develop and operate their new Central Energy Hub as part of the Destination: Grand project, a major and transformational expansion of its century-old hospital campus in Detroit.

The Central Energy Hub, a key component of the expansion, will provide heating and cooling via a hot- and cold-water system that will tie into the new hospital facilities. The facility's design incorporates advanced technologies such as electrification, waste heat recovery and digital energy management. The plant supports Henry Ford Health's goal of achieving net zero by 2050.

The Henry Ford Health Energy Partners team is led by Kiewit Development Company with Kiewit Power Constructors Co. and with Veolia Energy Operating Services, LLC, providing the design-build and operations respectively.



Klamath River Renewal Project, Oregon and California

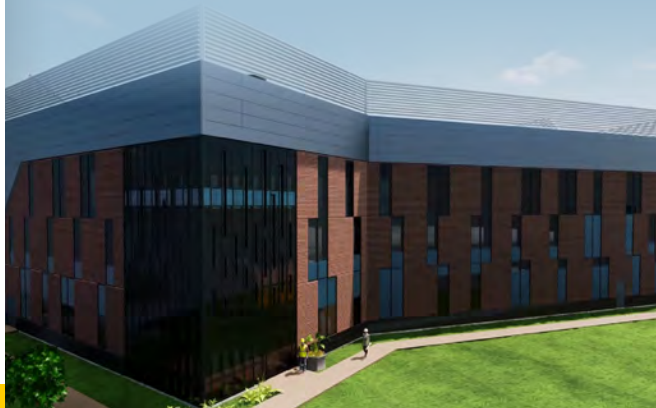
Kiewit Infrastructure West Co., utilizing a progressive design-build contract model, successfully dismantled four hydroelectric dams, restoring 35 miles of river in Oregon and California to their natural state. This marks the completion of the largest dam removal project ever undertaken in the Western Hemisphere.

Built between 1911 and 1962, the four dams along the Klamath River had severely impacted fish populations and water quality. What was once the third-largest salmon-producing river on the Pacific West Coast saw its salmon population plummet due to increased water temperatures and high algae content. Native American tribes downstream, who relied on the river's fish populations, were particularly affected, leading to a series of legal challenges beginning in 2006. These efforts culminated in the Klamath Hydroelectric Settlement Agreement and the formation of the Klamath River Renewal Corporation (KRRC) in 2016. The KRRC was funded with \$450 million from California water bonds and PacifiCorp customer surcharges.

After six years of progressive design-build work, the ambitious joint effort with Knight Piésold, engineer of record, was finalized in October 2024. Extensive permitting from the Federal Energy Regulatory Commission and various federal, state and local agencies took four years, while construction was accomplished in just two.

Most of the work was self-performed by Kiewit, requiring meticulous access planning and approaches, including the use of temporary bridges, cofferdams and track-line excavators to rappel equipment down steep slopes. Other operations required to complete the project included dredging in front of the Copco No. 1 tunnel adit using Flexifloat barges and cranes; drilling and blasting of both rock and concrete; hazardous abatement; and electrical and mechanical removals.

[Read more about Klamath River Renewal Project in Kieways](#)



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Copperhead Solar, Texas

TIC – The Industrial Company, a subsidiary of Kiewit Corporation, completed the construction of National Grid's Copperhead Solar and Storage Project in Riesel, Texas, in 2024. The 1,600-acre site will generate 150 MW of solar energy and store up to 100 MW of battery power for the Lone Star state.

Construction began in late 2022 and reached peak in spring of 2023 with 330 craft workers on site. National Grid Renewables estimates the facility will offset up to 250,000 metric tons of carbon dioxide emissions annually.

Dodson Creek Solar, Ohio

National Grid Renewables selected Kiewit as the engineering, procurement and construction (EPC) partner for its Dodson Creek Solar Project in Ohio. Construction began in 2024 and the project is anticipated to begin operations in mid-2025. The project will deliver 117 megawatts of clean solar power. National Grid Renewables estimates that Dodson Creek will avoid an estimated 198,400 metric tons of carbon dioxide emissions every year during operation.



University of Nebraska—Lincoln College of Engineering, Nebraska

The College of Engineering on the University of Nebraska's Lincoln campus has a new addition: Kiewit Hall. Opened in January 2024 for classes, the facility has 182,080 square feet of innovative learning space. The Kiewit Hall project received private donations from several Kiewit executives as well as a significant naming gift from the Kiewit Companies Foundation.

The facility includes laboratories, classrooms and interdisciplinary collaborative spaces for students to build and interact with one another, as well as faculty.

This landmark building aims to attract students to the

engineering disciplines and act as a hub within the campus for all students to utilize — improving both academic and student life experiences. It includes a student design and project center, faculty and college administrative offices, instructional laboratories and modern classrooms to support research-based instructional strategies.

Kiewit Hall earned WELL Silver and LEED Gold distinctions.

[Read more about Kiewit Hall in Kieways](#)

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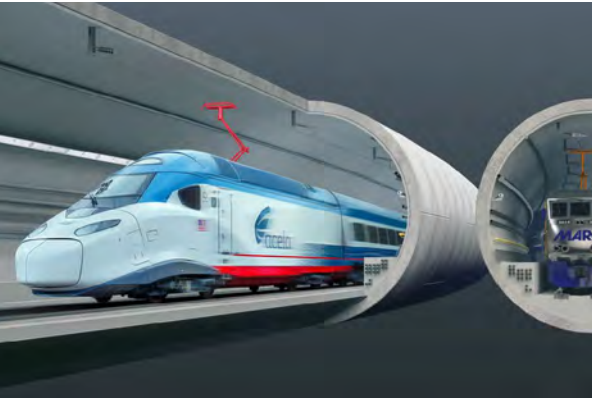


**Department of Energy’s Waste Isolation Pilot Plant
Safety Significant Confinement Ventilation System, New Mexico**

TIC – The Industrial Company, a subsidiary of Kiewit, recently completed on-time construction of the Safety Significant Confinement Ventilation System (SSCVS) at the Department of Energy’s Waste Isolation Pilot Plant (WIPP). TIC is a SSCVS subcontractor at WIPP.

The WIPP site is a deep geological repository for transuranic (TRU) nuclear waste generated in support

of our national defense by other DOE sites around the country. WIPP site operations mine an ancient salt formation 2,150 feet below the surface to create disposal areas for TRU waste containers. The new SSCVS will significantly enhance airflow quality in the underground areas with a new high-efficiency particulate air (HEPA) ventilation system, enabling simultaneous mining, waste placement and mining operations.



Frederick Douglass Tunnel, Maryland

In February 2024, Amtrak announced it had selected a joint venture team of Kiewit and J.F. Shea to build brand new, state-of-the-art passenger rail tunnel that will serve electrified Amtrak and MARC commuter trains in Baltimore. The new Frederick Douglass Tunnel will support faster travel speeds for more than 12 million annual passengers and replace Amtrak’s existing 150-year-old B&P Tunnel.

**Francis Scott Key Bridge
Replacement, Maryland**

In August, the Maryland Transportation Authority (MDTA) Board named Kiewit Infrastructure Co. as the progressive design-builder to undertake the complete design and construction of the I-695 Francis Scott Key Bridge replacement. Proposals were evaluated by the MDTA selection committee, and the contract was awarded to the proposal deemed most advantageous to the state.

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Hudson River Ground Stabilization Project, New York

Weeks Marine, Inc., a subsidiary of Kiewit, was awarded the Hudson River Ground Stabilization project in New York.

Weeks Marine's scope of work is the first heavy construction component of the Hudson Tunnel Project. It includes design-build services for modifying and stabilizing the soil in the shallow area of the river near the Manhattan shoreline. This will prepare the ground for the tunnel boring machine that will excavate the new tunnel and ensure the riverbed is protected from disruption.



McFaddin Beach Nourishment and Dune Restoration Project – Phase II, Texas

Crews from Weeks Marine, Inc., a subsidiary of Kiewit Corporation, recently finished Phase II of the McFaddin Beach Nourishment and Dune Restoration Project in Port Bolivar, restoring 14.5 miles of beaches and dunes. It was the largest beach restoration project in Texas.

This critical project helps protect vital marshlands and strengthens the coastline's ability to recover from hurricanes and storms. The McFaddin National Wildlife Refuge, home to the Salt Bayou ecosystem — the largest estuarine marsh complex in Texas — now benefits from enhanced protection across 139,000 acres of habitat.

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PacifiCorp PMO Program, Western U.S.

In the western United States, 1884 Line Co., a wholly owned subsidiary of Kiewit Transmission Services Inc. (KTS), is working to harden the region’s power delivery infrastructure against wildfires.

These images show 1884 Line Co. lineworkers on the PacifiCorp PMO Program, where KTS is providing project management, design and construction services for the five-year capital expenditure program. Work scopes for the program include transmission lines, distribution lines and substations across Washington, Oregon, California, Wyoming and Utah.



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Union Station Enhancement
Project, Ontario

The Union Station Enhancement Project will transform Greater Toronto's transportation network by extending the underground station concourse and constructing two new train platforms to expand the existing GO Train commuter service.

The project is a first-of-its-kind job in North America using the alliance contract model. The project is led by the ONTrack Alliance team, which consists of Metrolinx, Kiewit – Alberici Union General Partnership, WSP Canada Inc., and Mass. Electric Construction Canada Co. It is also the first organization in North America to receive ISO 44001:2017 Collaborative Business Relationships certification.

Construction began in 2022 and is anticipated to be complete in late 2028.



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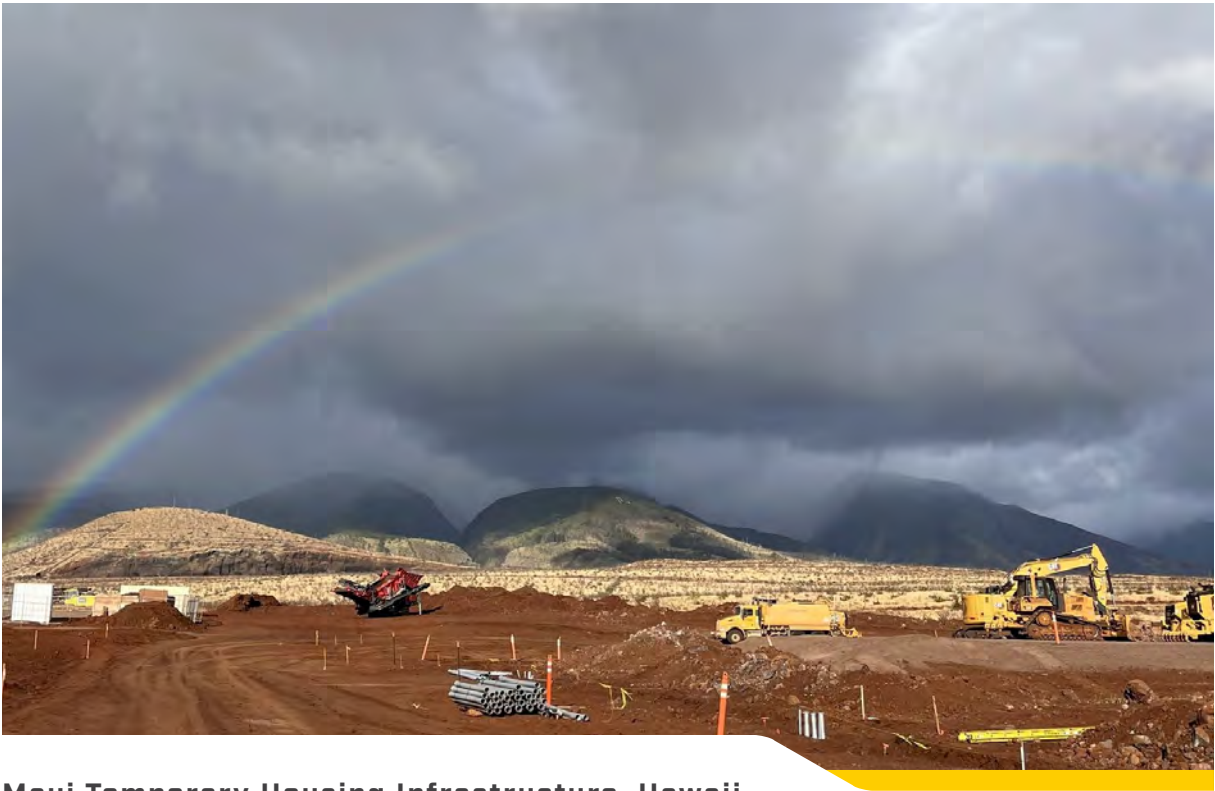
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Maui Temporary Housing Infrastructure, Hawaii

Kiewit Infrastructure West Co., a subsidiary of Kiewit Corporation, was a subcontractor on a temporary housing infrastructure project in Lahaina, Maui, following wildfires in 2023.

The 34-acre Kilohana site was prepared to accommodate 169 Alternative Transportable Temporary Housing Units (ATTHUs). Funded by FEMA and the state of Hawai'i, the project was managed by the U.S. Army Corps of Engineers.

Work included grading the land, installing utilities, constructing roads, paved parking, sidewalks, stormwater

drainage, potable water and sewer lines, electric power service, site lighting and fencing. Due to the site's hard rock terrain, controlled blasting was required to install utilities. Construction was strategically phased to allow for the installation of housing units on completed sections while work continued in remaining areas.

Kiewit's ability to rapidly mobilize resources and execute essential infrastructure improvements ensured the project's timely completion in 2024.

Saltwater Barrier Sill, Louisiana

Weeks Marine, Inc., a subsidiary of Kiewit Corporation, was contracted by the U.S. Army Corps of Engineers to construct a saltwater barrier sill in the Mississippi River as intruding saltwater threatened freshwater supplies in southern Louisiana in the summer of 2024. Drought conditions had reduced freshwater flow, allowing denser saltwater to make its way farther upriver. Weeks Marine crews dredged sand to then construct the sill on the riverbed to a height of 55 feet below the river's surface. The sill impedes the saltwater intrusion, preventing it from reaching freshwater used for industry and drinking. Weeks Marine completed similar operations in 2023.



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Innovative solutions deliver time, material and cost savings on Las Vegas Tropicana Project

In Las Vegas, the I-15 Tropicana Interchange project is a renovation of the main interchange on the Las Vegas Strip that connects I-15 and Tropicana Avenue. Sponsored by the Nevada Department of Transportation (NDOT), Clark County Public Works and the Federal Highway Administration, the project has a large group of stakeholders, including government officials, motorists and local businesses.

The design-build job was an opportunity for Kiewit to hand-assemble a team comprising experts from multiple parts of the company. The group saw opportunities for innovative solutions but also cost savings they could pass on to the project owner. During the bid process, the team proposed several updates to the original request. Alternative Technical Concepts, or ATCs, were instrumental in the pursuit phase, including those noted below. These ATCs resulted in numerous benefits, including reducing construction and closure durations, minimizing construction waste and emissions and minimizing the need for new construction material.

- **Reuse of NB I-15 On-Ramp Structure:** By raising and widening the existing NB I-15 on-ramp structure instead of demolishing it, this ATC significantly reduced material consumption and construction waste. This approach preserved valuable natural

resources, shortened ramp closures by up to 12 weeks, and minimized emissions from construction activities. The re-use extended the bridge's functional life while saving over \$1 million in construction costs.

- **Preservation of Existing Flyover Structure:** This ATC retained two-thirds of the existing Tropicana flyover, eliminating the need for full reconstruction. This preservation deferred significant resource expenditure and emissions associated with new construction. The initiative reduced closures by more than 100 days, improved traffic flow and safety during construction and is estimated to have saved approximately \$16 million in construction costs.
- **Use of Lightweight Cellular Concrete (LCC) over Tropicana Outfall Channel:** Instead of replacing the existing Tropicana Outlet Channel to handle additional load from fill, lightweight cellular concrete was used to eliminate excess structural load. This innovative solution prevented demolition waste. The method accelerated ramp construction by approximately nine weeks, reduced construction impacts on the public and resulted in a cost savings of more than \$2 million.
- **Preservation of Abutment Walls:** By retaining existing bridge abutments as retaining walls instead of demolishing them, the project realized an estimated

\$1.8 million in savings. This approach also shortened the Frank Sinatra Drive closures by 35 days, and reduced utility conflict risks. The design also provided a wider pedestrian walkway, improving safety while maintaining the structure's integrity.

- **Utilization of Existing Box Culvert:** This ATC proposed retaining an existing box culvert instead of replacing it. As a result of optimizing the proposed profile of Tropicana Avenue to match the existing profile over the box culvert, the Kiewit team determined that any additional embankment and loading on the structure would be avoided. Using the existing box culvert is estimated to have resulted in an approximately \$5 million reduction in construction costs, minimized risks of flooding during reconstruction, potential conflict avoidance with existing utilities and substantial reductions to traffic impacts and delays.

[Read more about the I-15 Tropicana Interchange project in Kieways](#)



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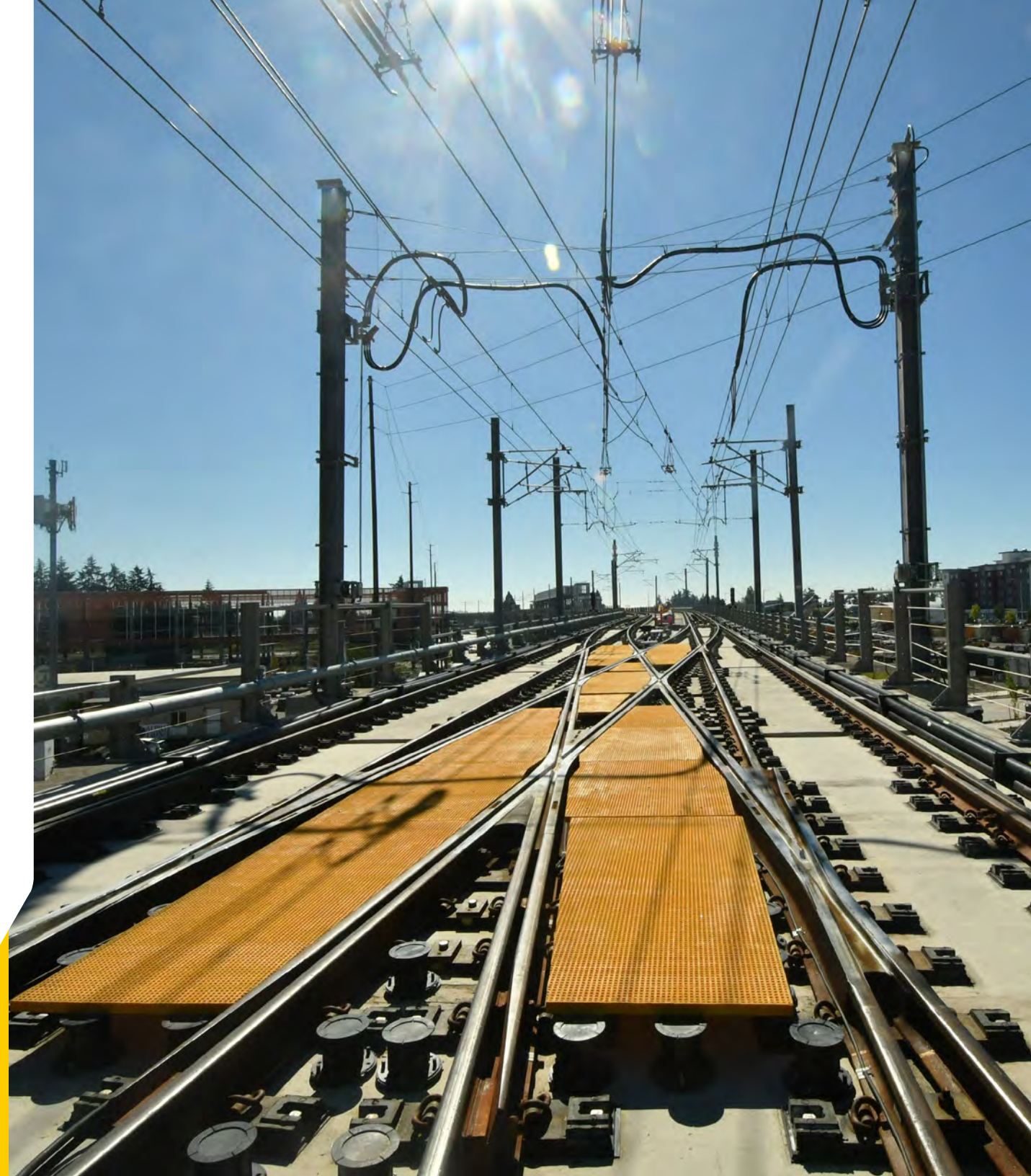
Seattle's Federal Way Link Extension recognized as Envision Platinum

The Institute for Sustainable Infrastructure (ISI) recognized the Federal Way Link Extension Project, located in Federal Way, Washington, with Envision Platinum distinction. According to ISI, "Envision is a framework developed by ISI that encourages systemic changes in the planning, design and delivery of sustainable, resilient and equitable civil infrastructure through education, training and third-party project verification." Platinum is the highest Envision award level.

This recognition is based on an assessment of 64 criteria and is a testament to the combined efforts of Sound Transit and the entire project team in their commitment to improving social, economic and environmental conditions of the community.

As the design-build contractor, Kiewit's scope of work includes constructing a 7.8-mile light rail extension with three new stations. The project is expected to open in 2026.

"We would not be able to accomplish what we did without the remarkable people we had on the team, including the 400 local union tradespeople and the 200 subcontractors and suppliers who came together with our construction and engineering staff to achieve a common goal," said Kiewit Executive Vice President Doug Glaser.



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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 views, passed from one generation to the next, about how to do the right thing. Today, our Core

CORE
VALUES

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

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.



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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 are not limited to) key areas of our sustainability program.

- Anti-Bribery and Corruption, Antitrust
- Anti-Harassment and Discrimination
- Environmental
- Human Rights
- Reporting Violations
- Safety
- Sustainability
- Vendor Participation Program

Kiewit is an active and founding member of the [Construction Industry Ethics and Compliance initiative](#).

Our Sustainability Policy outlines our sustainability pillars and how this commitment is further supported through our Core Values and additional policies to ensure sustainability principles in our company. This includes addressing how we work with our supply chain partners to drive sustainable practices.

Our Human Rights Policy applies to our employees and the companies with which we do business via our Vendor Code of Conduct. The policy outlines expectations for preventing human rights violations and reporting any suspected violations of human rights, such as modern slavery, human trafficking and child/forced labor. Our Core Values training — which is assigned to all staff employees annually — includes employee expectations related to our Human Rights policy. Additionally, all Kiewit Supply Network (KSN) employees are assigned sustainability training for supply chain professionals, which includes education and expectations related to human rights.

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.

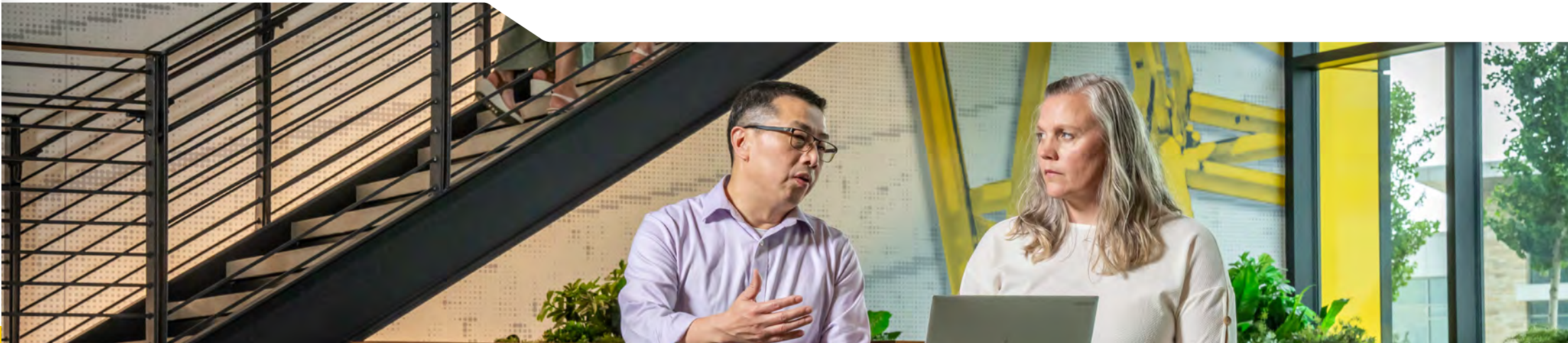
If we suspect or are aware of misconduct, or if we have a question about what is the right thing to do, we use any of the following resources:

- Contact management and/or the Legal department
- Report through the Compliance Reporting Line; available 24/7 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.

Antitrust and anti-corruption trainings are topics included in our annual 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 tasks designed to minimize risk. These associated tasks may include training, monitoring and/or additional procedures to address the risk.



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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.

2024 Metrics

100%

Completion of Anti-Bribery and Corruption Training

100%

Completion of Antitrust Training

100%

Completion of Core Values Training

100%

Completion of Vendor Participation Program Training



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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 2024 was KPMG LLP. 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.

Board of Directors (2025)

Internal Directors

Richard A. Lanoha
President and Chief Executive Officer

Bruce E. Grewcock
Chairman

Kenneth E. Stinson
Chairman Emeritus

Walter L. (Ben) Bentley

David A. Flickinger

William D. (Doug) Glaser

Gregory A. Hill

Chad C. Jessen

David J. Miles

Thomas S. Shelby

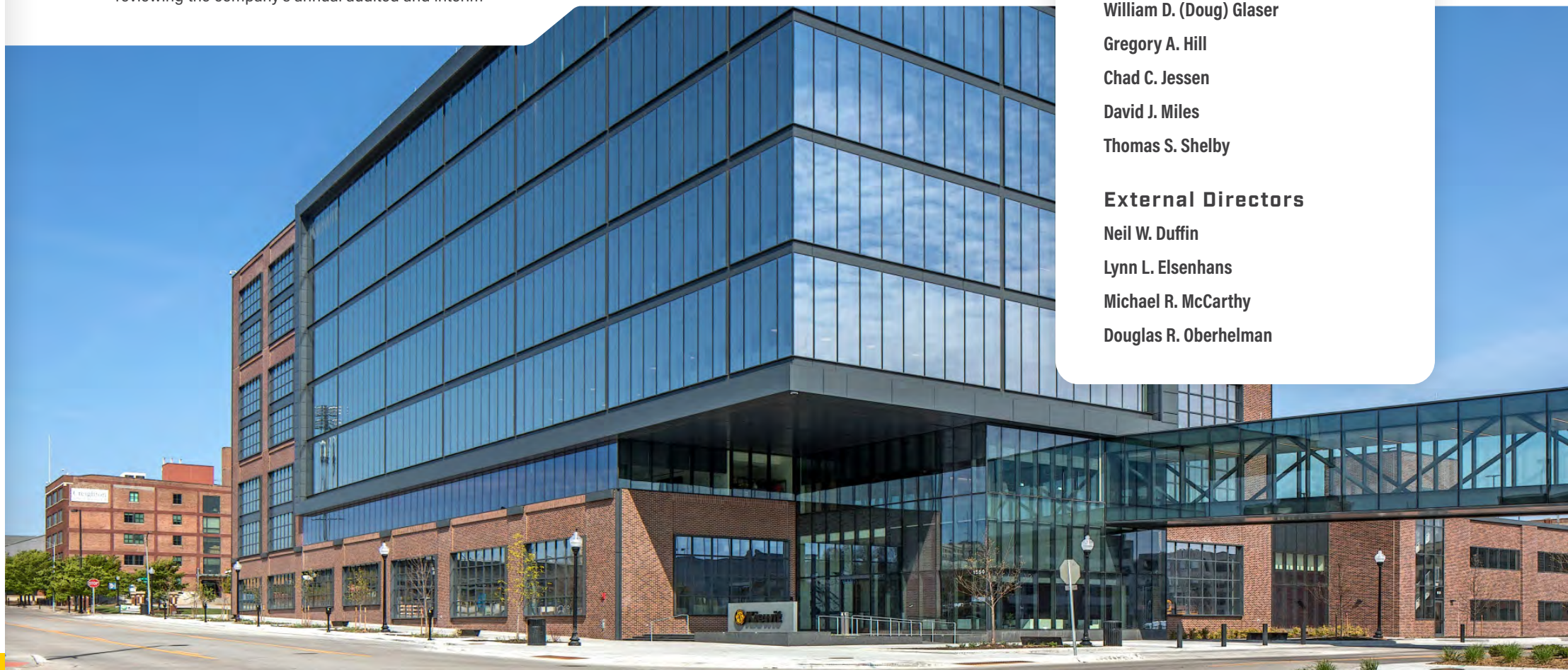
External Directors

Neil W. Duffin

Lynn L. Elsenhans

Michael R. McCarthy

Douglas R. Oberhelman



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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 (KSN) 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.

KSN employees are assigned annual training about their role in ensuring responsible environmental and social practices within our supply chain. This includes an overview of Kiewit's Human Rights Policy and vendor expectations regarding human rights.

Kiewit believes in supporting the communities in which we work. It is Kiewit's intent to provide diverse, small

Strategies

- Screen suppliers against social and environmental criteria
- Outline vendor, supplier and subcontractor expectations in a Vendor Code of Conduct
- Provide meaningful economic opportunities for the businesses in our communities

and local business enterprises an equal opportunity to participate in the projects we build. We provide all available business enterprises an equal opportunity to compete for and participate in the work on our projects to maximize the local business and community impact of each project. We look to our supply chain partners to implement similar strategies to ensure that small and local businesses are given a fair opportunity to compete for work in their communities.

Internally and in partnership with our vendors, we identify opportunities to improve circularity of tools and materials to minimize the environmental impact of our work without compromising on safety, quality or productivity. Our jobsite mobilization team helps ensure our teams have the infrastructure they need to work from site, prioritizing reuse of office space necessitates like chairs, desks and cubicles, resulting in both economic and environmental benefit.



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2024 Metrics

\$1,418,529,854

Spent with DBE firms — U.S.

17%

Percentage of overall spend that went to DBE firms

Partnering with DEWALT to recycle tools

Kiewit partners with DEWALT to oversee a trade-in program for DEWALT Perform and Protect Tools. Kiewit projects collect items designated for trade-in, and DEWALT either picks up those items or coordinates a delivery. The tools are then sent to the nearest DEWALT repair facility to break down and recycle.

- More than 2,000 tools traded in since July 2023
- Nearly 1,000 tools repaired and put back to work since January 2024
- Nearly 400 batteries replaced under warranty and the original battery recycled
- More than 120 tools replaced under warranty, with failed units broken down and recyclable components recycled

Building connections at regional outreach events

In addition to dozens of project-based outreach events hosted throughout the year, we hosted regional outreach events in Texas and Florida in 2024. The events provided networking and relationship building opportunities for the local contracting community and Kiewit outside of a specific project pursuit. These locations were selected due to a high volume of upcoming project opportunities in the area.

During the events, attendees first heard presentations which covered:

- A company overview
- An overview of Kiewit's work in the region, including past projects

- Details about typical scopes of work the company subcontracts
- An opportunities overview of potential upcoming pursuits and projects
- Expectations for working with Kiewit — including safety requirements
- Next steps for how to connect with Kiewit

Following the presentations, attendees networked with company representatives and asked questions.

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Environmental Stewardship

Objective: Conduct our business in an environmentally sustainable manner

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.

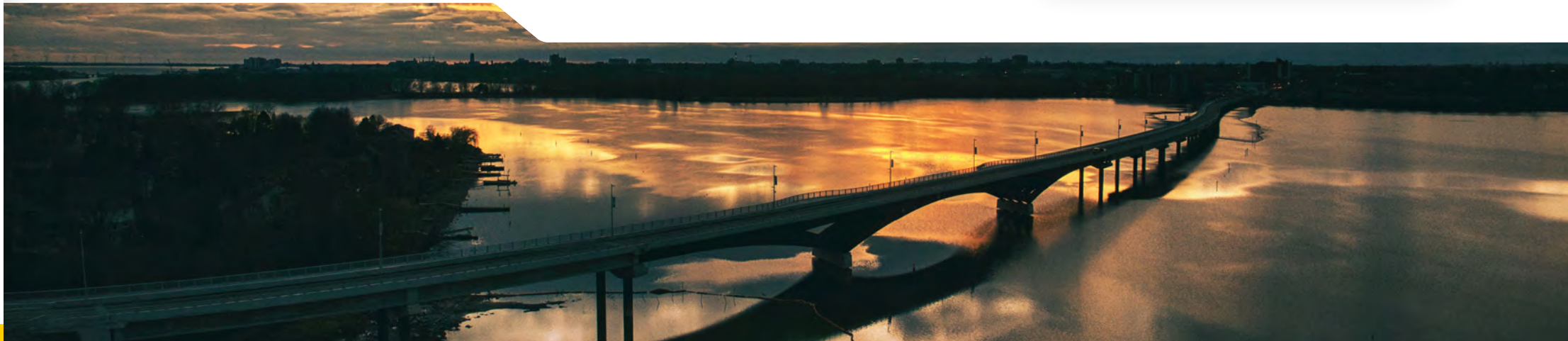
We're diligent in our efforts to build responsibly and monitor the impacts of our work. We track all environmental incidents, evaluate trends and use these lessons to improve our training and ultimately our overall performance. We continue to improve our data collection processes to improve understanding of our environmental performance and identify opportunities for continuous improvement. Further, under the company's environmental compliance program, we conduct annual reviews of company projects and facilities.

Our corporate environmental leadership, environmental managers across North America and on-site environmental specialists on every project lead these efforts and work to train all employees to ensure they understand rules, regulations and expectations for our work. We frequently engage third-party experts to support our internal environmental professionals. Their expertise on sensitive environmental matters, like endangered species protection, helps ensure we operate responsibly.

Our focus on environmental stewardship also extends to our office facilities. We continue to identify and demonstrate opportunities to improve our operating efficiencies and minimize the environmental footprint of our office operations. This includes improving how we track and monitor metrics for waste generation, recycling and composting, as well as water use, at our largest facilities.

Strategies

- Track all environmental incidents and evaluate environmental incident trends to use lessons learned to improve environmental training and performance
- Improve tracking water use and reuse on our projects and in our offices
- Improve processes to track waste generation and diversion on our projects and in our offices
- Coordinate environmental stewardship volunteer activities in our communities
- Manage office recycling programs
- Manage project recycling programs
- Minimize the use of single-use plastics in our offices
- Continue to explore opportunities to recycle construction materials



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Cleared vegetation has multiple reuse purposes on flood mitigation project in Florida

The McCoys Creek project, located in Jacksonville, Florida, aims to restore the creek to a more natural state to mitigate chronic flooding in the surrounding neighborhoods. This restoration involves replacing the existing artificial straight channel with a new, meandering channel that mimics a natural floodplain. The project is designed to improve drainage with the construction of deeper creek channels, new water containment areas and increased runoff space.

During the construction process, Kiewit Infrastructure South Co. implemented sustainable practices by reusing materials cleared from the site. Vegetation and other organic materials were repurposed for various construction

applications, including instream structures, embankments, and access roads. Large logs were used to build instream structures. Wood chips were reused in the mixture for the project's vegetated reinforced stabilized slopes (VRSS) and to maintain access roads in swampy conditions.

This approach not only aligned with the project's goal of creating a natural habitat but also minimized the need to import outside materials.

[Read more about McCoys Creek in Kieways](#)



Pictured left: Vegetation cleared from the site was reused in many applications, including to build in-stream structures, as shown here.

Pictured above: The vegetated reinforced stabilized slope (VRSS), a key element of the project's design, was built up in part using repurposed organic materials from site clearing.

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Environmental stewardship measures
on the Nicomen River Bridge Project

The Nicomen River Bridge Project, part of the B.C. Highway Reinstatement Program, implemented several measures to protect the environment while they worked. Some examples included:

- After careful consideration, construction means and methods were changed to allow salmon eggs to remain in their original location in the Nicomen River, rather than relocating them upstream during operations. This included a complete redesign for the revetment wall and using secondary containment protection to continue demolition of the bridge with the eggs in place.
- An Osprey nest was relocated prior to the start of location to ensure the safety of the birds, then moved back to its original location following completion of the project.
- The team implemented several techniques to reduce water usage, including paving high-traffic areas to minimize the amount of water required for dust control; reducing the water capacities in restrooms; and studying compaction processes to determine the least amount of water needed to reach specified compaction.
- Crews received regular training about local species and measures to protect them.



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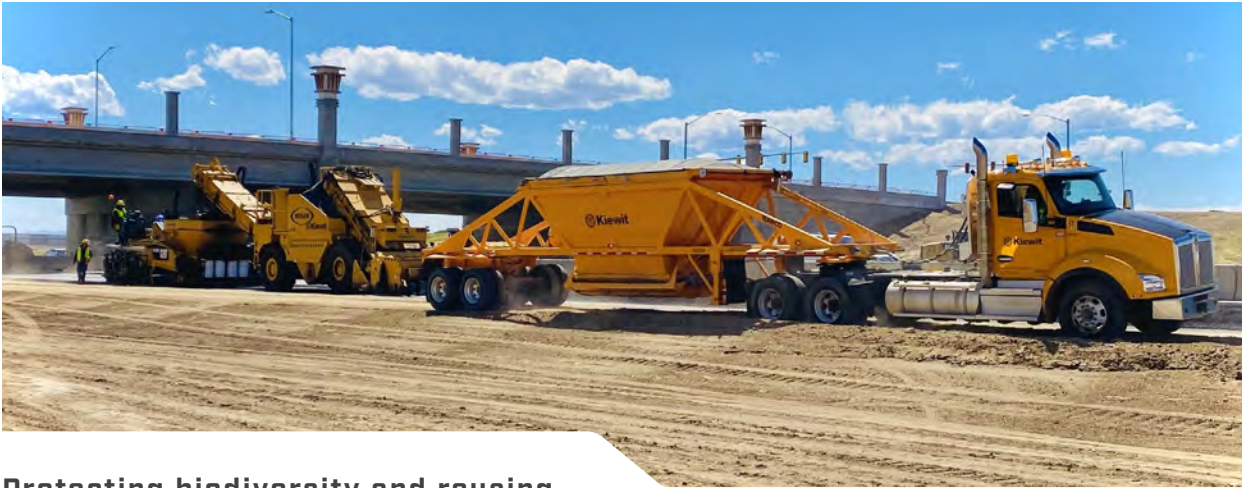
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Protecting biodiversity and reusing material on Colorado's E-470 project

In east Denver, Colorado, Kiewit Infrastructure Co. crews are widening 11 miles of E-470 to add a third travel lane in each direction. The project is underway in anticipation of continued population growth in the area.

Burrowing owls were observed within the roadway widening limits. Kiewit engaged with a local biologist supporting the project to determine the best path forward to protect the nesting owls. In consultation with the construction team, biologist and Colorado Parks and Wildlife, it was decided that a nesting boundary would be established to protect the newly hatched owls by installing hay barriers and creating a large buffer between the owls and the operations. The hay buffer successfully protected the owls, nests and babies allowing them to grow and thrive.

In another example of environmental stewardship, the project crushed and processed all the existing asphalt and concrete paving removed from the original roadway.

The resulting product was reused as road base under the new toll plazas and additional highway lanes. In total, the project reused over 40,000 tons of material onsite, reducing trucking impacts on the environment and eliminating disposal of the material at the landfill.



I-70 West Vail Pass Auxiliary Lanes Project, Colorado

On the I-70 West Vail Pass Auxiliary Lanes Project in Vail, Colorado, Kiewit Infrastructure Co. is working with the Colorado Department of Transportation (CDOT) to improve safety and operations in both directions of I-70 from East Vail to Vail Pass. To prepare for roadway widening, many trees must be removed. Some of these trees are mulched onsite and used for temporary stabilization of exposed areas during construction. Other trees are used in the final landscaping to create wildlife habitat and provide a natural-looking landscape.



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Interactive training highlights the importance of environmental protection

Mock simulations provide an interactive training opportunity to emphasize the importance of environmental protection in everyday operations.

The environmental team on the Smoky Falls Dam Safety Project in Ontario led a simulation to challenge employees to address a mock environmental spill based on the project. Using a miniature model of the project's spillway, the exercise highlighted the potential impact of spills on local ecosystems.

Participants were tasked with developing a plan to remove contaminated material from the spillway without harming the surrounding environment or fish population. The hands-on activity underscored the importance of careful planning and execution to prevent environmental incidents and minimize impacts.

The simulation was part of a larger quarterly event that provides employees with training and information on various safety and environmental topics.

Kiewit, client and community partner for seed collection workshops

In Ontario, crews on the Little Long and Smoky Falls Dam Safety Projects partnered with client Ontario Power Generation and local Indigenous communities to host seed collection workshops. Youth and members from the Moose Cree First Nation and Taykwa Tagamou Nation attended.

After learning about seed collection techniques, attendees collected mountain maple, clover and goldenrod seeds to be dried and stored. The seeds will then be planted during site rehabilitation at the Little Long and Smoky Falls Dam Safety sites.



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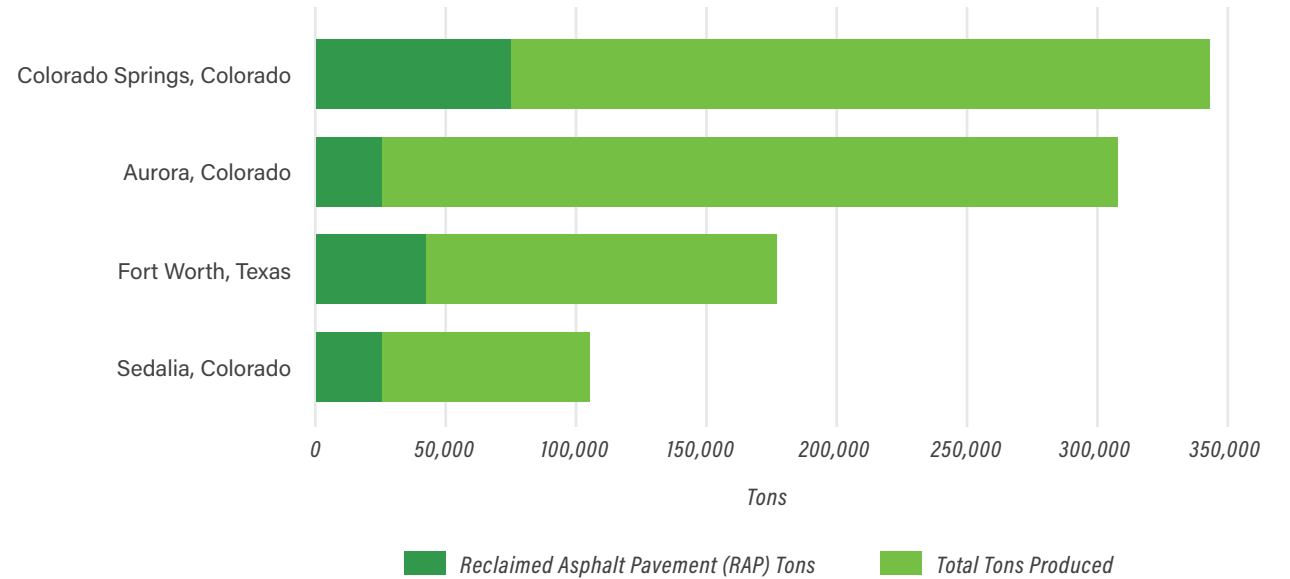
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Using reclaimed asphalt pavement [RAP] at Kiewit-owned asphalt plants

Kiewit operates three asphalt plants in Colorado and one in Texas. These plants produce and sell product to Kiewit and other contractors and agencies. Reclaimed asphalt pavement (RAP) is purchased or received directly from construction projects, including projects managed by Kiewit or other contractors or clients.

In 2024, nearly 90% of the asphalt mix sold from the Fort Worth, Texas, plant had RAP, with varying percentages of RAP in the mix. The percentage of RAP allowed in a mix is dictated by client specifications.

The Fort Worth, Texas, asphalt plant is powered by carbon sequestered gas (CSG), a carbon-neutral product.



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Omaha park clean-up

(Pictured left)

In Omaha, Nebraska, 67 employees collected 893 pounds of litter at Levi Carter Park, located near Kiewit's headquarters. The clean-up event was held during Kiewit Volunteers Month, held in September to honor Peter Kiewit's birthday and his commitment to stewardship.



Earth Day engagement (Pictured above)

The Go Green Committee in our Lenexa, Kansas, hub organized a plant swap for Earth Day. They gave away over 40 propagations and had several people swap their plant cuttings and plant pots.

Donating oyster shells (Pictured right)

In Georgia, employees of TIC – The Industrial Company, a subsidiary of Kiewit Corporation, hosted an oyster roast. Shells are then donated to the Oyster Hatchery on Skidaway Island. The oyster hatchery is funded by the Georgia Department of Natural Resources Coastal Management Program and produces millions of spat — or baby oysters — each year. These spat need shells to attach to in order to grow into mature, harvestable oysters.

Through the company oyster roasts, TIC has purchased and donated over 20 bushels of oyster shells to the hatchery. The team only buys local Georgia oysters, helping the regrowth of new Georgia oysters in the process. These events have been excellent opportunities for everyone to come together for a good time, teambuilding and to support a good cause.



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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.

Strategies

- Continuously improve greenhouse gas emissions accounting methods
- Improve visibility of equipment idling and compliance with company idling policy
- Partner with major equipment suppliers to identify and demonstrate improvements to equipment technology
- Leverage machine data to optimize energy management strategies, including energy storage systems, alternative fuels and application of specific solutions
- Evaluate opportunities to reduce energy consumption at our fixed facilities

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 our construction operations.

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. Standardizing furniture options allows us to better share and reuse materials across offices and jobsites.

Carbon emissions from construction materials represent a significant source of our Scope 3 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.



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Greenhouse gas emissions

Kiewit Corporation's scope 1 and 2 emissions are reported here. We continue to improve our emissions inventory collection processes, identifying additional or more accurate data sources to improve our calculations. In 2024, this included adding fuel use from rental equipment and fugitive emissions from refrigerants in fixed facilities and mobile equipment.

We track our scope 3 emissions for internal use. These emissions are very complex in nature and more difficult for us to control than scope 1 or 2 emissions. However, we continue to work to track these emissions to the extent possible to better understand the overall impact of our operations. In 2024, this included adding more

sources of scope 3 emissions, including calculating, for the first time, emissions associated with the Greenhouse Gas Protocol's definition of Category 2 – Capital Goods, Category 4 – Upstream Transportation and Distribution, Category 5 – Waste Generated in Operations, Category 7 – Employee Commuting, and Category 8 – Upstream Leased Assets. We also expanded our sources for Category 1 – Procured Goods and Services, Category 9 – Downstream Transportation and Distribution, and Category 11 – Use of Sold Products.

Pictured below: Our Lone Tree, Colorado, office is strategically located next to a light rail station, allowing 1,100 employees with easy access to the region's transportation network and a more environmentally friendly option for commuting to work. Employee commuting is a category of scope 3 emissions.



2024 Metrics

789,114

Scope 2

70,426

Scope 1

718,688

Greenhouse Gas Emissions

Metric tons CO₂e

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Kiewit's electrified fleet

Kiewit boasts one of the largest and most modern privately held equipment fleets in North America. We aim to stay at the forefront of new equipment technology, including the adoption of battery-electric equipment. We continue to partner closely with equipment manufacturers to better understand, test and responsibly adopt this technology.

108

pickup trucks

56

SUVs

25

ESS units totaling 7.3MWh
of dedicated ESS capacity

75

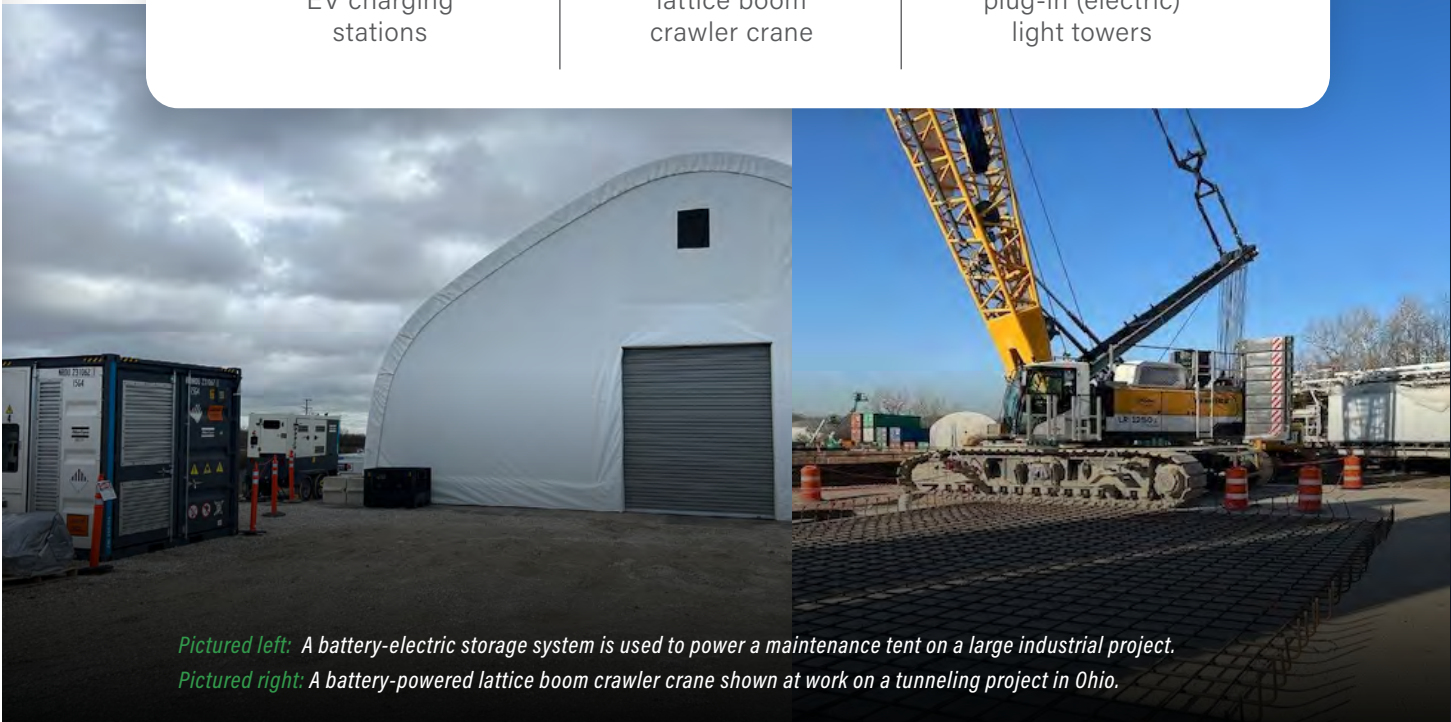
EV charging
stations

1

lattice boom
crawler crane

73

plug-in (electric)
light towers



*Pictured left: A battery-electric storage system is used to power a maintenance tent on a large industrial project.
Pictured right: A battery-powered lattice boom crawler crane shown at work on a tunneling project in Ohio.*

Collaborating to validate
battery-electric technology on
heavy construction equipment

We are partnering with Caterpillar to field test a battery-electric wheel loader.

This testing, known as a field follow, involves real-world operation of the loader to collaboratively assess its performance. The primary objective of the field follow is to test the electric loader under typical working conditions and monitor how it impacts productivity, reliability, maintenance and safety. The field follow, to take place over the course of a year, will compile hours of usage and data to better understand how the equipment, particularly the battery and charging system, performs.

A simulation phase preceded the field follow. This allowed operators to experience a simulated charging process while still operating a traditional fuel-powered piece of equipment, providing early feedback on how the battery's limitations might affect operational efficiency.

Throughout the testing period, Caterpillar engineers will periodically visit the site to inspect the equipment and collect data, while our team will continue routine maintenance and provide insights on the loader's performance in day-to-day operations. This partnership represents a shared commitment to exploring technologies with the potential to support both productivity and environmental goals.

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Powering jobsites with solar solutions

Jobsites have a variety of modified shipping containers used for offices, lunch rooms, lube storage, tool storage and other uses. They are most often powered with light towers, which have fuel storage, serve as lighting and have enough power output for the modified conex boxes.

The low-energy consumption of these conex boxes is a suitable opportunity for solar power. It eliminates the fueling and maintenance activities involved for a diesel generator or light tower and it reduces jobsite emissions.

Since 2023 we have applied solar power on four project sites, which has included deploying solutions built in-house

and solutions sourced from external vendors.

Findings from the field suggest that teams like the solar solutions and they've been shown to reduce project operating costs. However, on projects with a small footprint, the horizontal space required to fit enough solar panels can be a limiting factor. These may be instances when fewer solar panels complemented by a backup generator would be the best solution.

We will continue to identify opportunities to implement solar power solutions on our job sites and evaluate the results to refine best practices for jobsite power solutions.



Office solar begins
generating power

We installed rooftop solar at our campus in Lenexa, Kansas. Since installation in 2024, the solar panels have generated more than 215,000 kWh of power.

GENERATED MORE THAN
215,000
kWh OF POWER
IN 2024



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Leveraging data for optimized
temporary power systems

Kiewit Equipment Services (KES) conducts energy studies to help project teams align best available power generating equipment with each off-grid application. Selecting the most efficient generators, alternative energy solutions, or combination results in savings on total costs, fuel, maintenance hours and emissions.



Typical energy studies leverage datalogged energy use data, particularly from generators, to identify inefficiencies and opportunities to lower equipment ownership and operating costs on projects. KES has remote telematics access to over 200 generators and battery energy storage devices. This allows streamlined access to actual and recent load profile data to identify opportunities in near real time.

The analysis process requires inputting energy data, either from a manual datalogger or remotely, with other project parameters to build a simulation of all possible energy system solutions. This simulation compares performance and cost for a range of system configurations, ultimately allowing for the selection of optimal energy production and management solution.

An energy study could lead to a few different outcomes. For example, data that shows a generator with a steady load at 25% of the maximum output could be a candidate

for a smaller generator set. Whereas data showing large fluctuations from short duration, very high peak loads to long durations of very low utilization, are potential applications for energy storage systems (ESS).

There are several benefits to right-sizing equipment.

For one, underutilization can damage equipment. When generators are underutilized for extended periods, the engine may not reach the temperatures necessary to completely combust the diesel, leaving carbon particle buildup in the exhaust and aftertreatment system, harming the engine's performance and lifespan. Oversized equipment also takes more time to fuel and maintain, increases ownership costs, requires more fuel and generates more emissions. Right-sizing equipment has the potential to deliver significant cost, hours worked and emissions savings for jobs.

Using an electric storage
system (ESS) to power an off-grid
tower crane

On remote project sites, grid power is often inaccessible, requiring alternative energy storage solutions, typically in the form of generators. Generators are used to power everything from jobsite trailers and water pumps to tower cranes.

A generator larger than 250 kW is required to provide clean power to the variable frequency drive (VFD) of a tower crane. Although the crane's peak load rarely exceeds more than 25% of the generator rating, smaller generators may

deliver unstable power, potentially causing damage to the VFD. This results in frequent maintenance due to underutilization.

We have implemented an energy storage system (ESS) as a source of alternative energy for an off-grid tower crane on four projects, including one in a remote area of Texas. An ESS acts as a buffer between the generator and the load, providing reliable clean power while optimally utilizing the generator. When an ESS is implemented, the generator provides constant power to charge the batteries and automatically shuts off when fully charged, all while the tower crane draws uninterrupted power directly from the ESS.



Deploying ESS to these and other temporary power use cases results in substantial savings in costs, emissions and maintenance hours compared to costs for a generator.

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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.

Our Life-Saving Actions (LSA), Operations Start Cards (Start Card) and Craft Voice In Safety (CVIS) are key components that help drive the success of our overall safety programs.

Training is developed and delivered on jobsites and in offices to ensure we remain sharp and focused. We're using data-driven tools and reporting to continue to refine our understanding of safety risks and give employees the tools they need to keep people safe.

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 verification 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 eligible employees competitive health care and total rewards benefits to support personal and family health and wellbeing
- 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™ focus



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2024 Metrics

0.04

Lost Time Incident Rate

0.20

Total Recordable Incident Rate

27

Project Goose Eggs

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

We engage our clients and subcontractors in the project's safety program, ensuring the tone is set from the beginning. We routinely evaluate our project-level 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 Kiewit and our entire industry safer.

We understand that health and well-being is holistic. In addition to competitive wages, eligible employees

receive access to award-winning training, as well as paid time off (PTO) and full benefit packages — including health, dental and vision insurance and retirement savings plans, complete with a company match program.

Our Under the Hat™ : Building Healthy Minds program is focused on providing employees and their families the tools they need to take care of their mental health.

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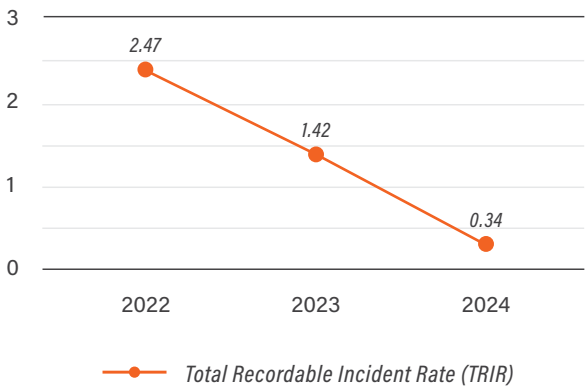
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Weeks Marine: A safety transformation

Since joining Kiewit on January 1, 2023, Weeks Marine has undergone a remarkable transformation in safety performance, demonstrating the effectiveness of Kiewit's safety fundamentals. Before the acquisition, Weeks had a solid safety program, but their recordable rate of 2.47 in 2022 indicated room for improvement. Under Kiewit's guidance, Weeks adopted a structured, phased approach to safety enhancement, yielding industry-leading results.

Weeks leadership developed a roadmap that prioritized gradual integration of Kiewit's safety programs. They began by aligning all employees with Kiewit's safety expectations and enhancing front-line supervisor (FLS) development. Investing in training and fostering a strong safety culture were key early steps.

One of the most impactful changes was implementing the Life-Saving Actions (LSA) program, which emphasized weekly safety walks to assess and reinforce safety standards.

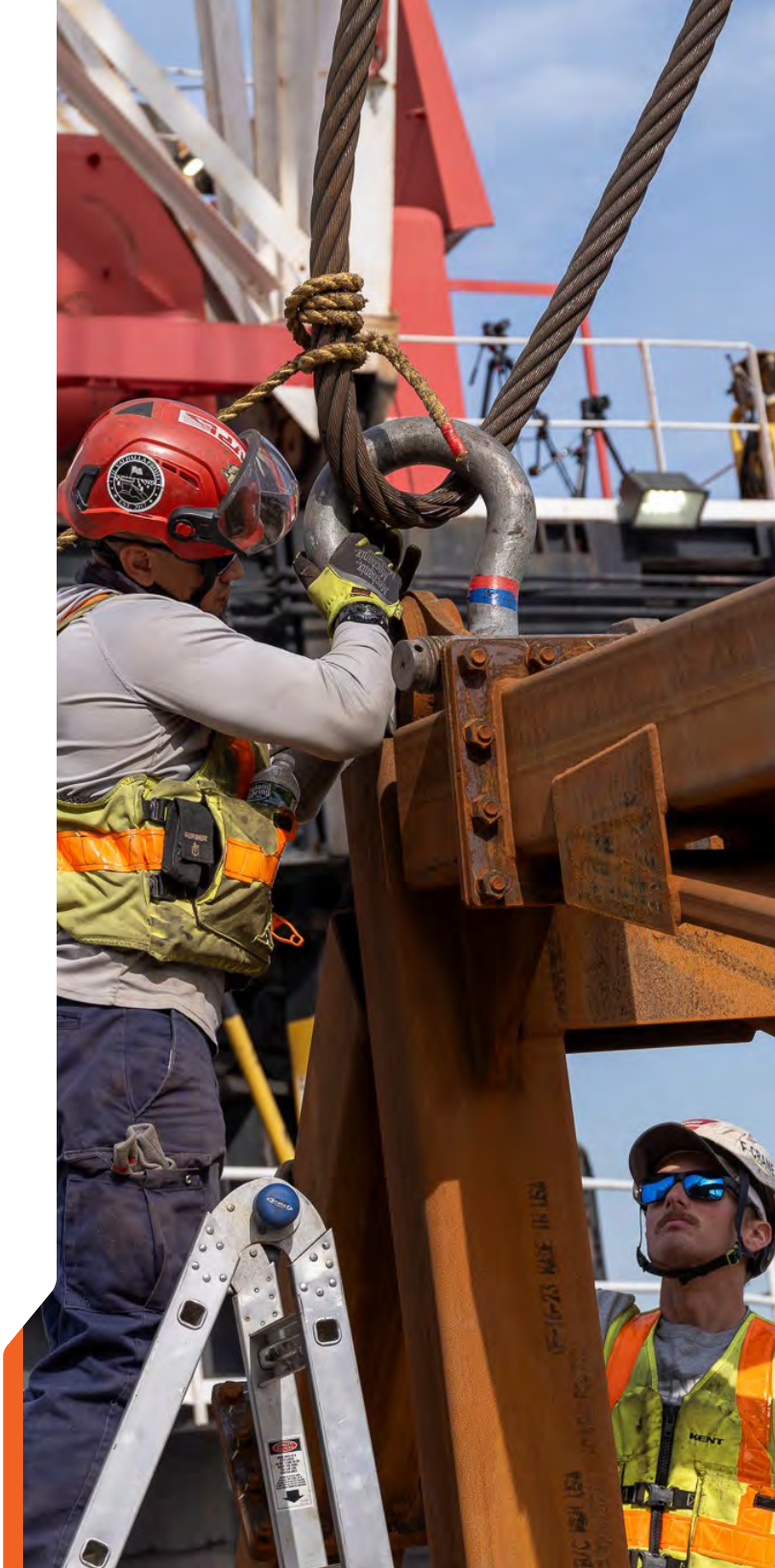


As Weeks' leadership and workforce embraced the program, they introduced the Craft Voice in Safety (CVIS) initiative. This required a dedicated commitment, but Weeks remained steadfast, leveraging leadership support to drive engagement.

Further strengthening their safety infrastructure, Weeks integrated safeguard verification and formal project safety assessments. Leadership played a critical role in ensuring accountability, hosting weekly safety calls and site visits to track performance and address challenges proactively. This transparent and data-driven approach fostered a culture of shared responsibility, with incident review calls shifting from blame to collective problem-solving.

The results speak volumes. Weeks reduced their recordable frequency rate from 2.47 in 2022 to 1.42 in 2023 and an impressive 0.34 in 2024. This transformation has positioned them as an industry leader in dredging safety, with others seeking to replicate their success.

Weeks' journey underscores the universal applicability of Kiewit's safety fundamentals. By adhering to structured programs, maintaining leadership accountability and cultivating a safety-first mindset, any organization can achieve similar success. Weeks' case study serves as compelling evidence that Kiewit's safety approach is highly effective at ensuring worker safety.



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The new armor of modern construction

Tools and hard hats are jobsite essentials, but advancements in technology are making them safer and more effective.

Helmets, not hard hats

In 1948, Kiewit became one of the first contractors to require its workers wear hardhats. Today, the hard hat remains a prominent symbol of the industry and a safety staple on jobsites. However, as technology evolves, the industry is moving away from the classic hard hat and embracing safety helmets that offer better protection. Just as Kiewit led the way in 1948, the company is once again at the forefront of adopting these new advancements.

The American National Standards Institute (ANSI) sets safety standards for personal protective equipment (PPE), including head protection, to minimize workplace hazards and injuries.

In 2024, Kiewit adopted ANSI-rated Type II safety helmets across all jobsites. These safety helmets have enhanced side impact resistance, improved impact absorption and chin straps. ANSI-rated Type I hard hats only have to meet standards for top-of-head impacts. However, the Type II safety helmets must meet standards for top, front, back and side impacts.

These helmets are engineered to absorb and dissipate an impact's energy, from all angles, minimizing the force

transmitted to the wearer's head. To customize helmets, workers can attach face shields, earmuffs, sun protection, headlamps and other accessories to aid in working under varying conditions.

While traditional hard hats effectively protect against falling objects, they are less effective in preventing injuries from more common hazards such as trips, slips and falls. Chin straps keep the safety helmet securely in place, reducing the risk of it being dislodged in the event of a fall or impact. This simple feature can make all the difference.

'The new armor of modern construction' continued on next page



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Tools that protect

Power tools are essential for many construction tasks, but they can also pose significant safety risks. Dust, vibration, tool drops, false starts and loss of tool control are common hazards that can lead to injuries and downtime. These issues not only impact worker well-being but can also slow down productivity.

To address these challenges, Kiewit is turning to innovative tools designed with safety at the forefront, through a close partnership with DEWALT, one of the top tool brands in the industry. DEWALT currently produces a line they call PERFORM & PROTECT™. This system focuses on improving both worker protection and tool performance by embedding safety features into the design from the outset.

Key features include:

- An anti-rotation system, found in DEWALT drills and grinders, which reduces the risk of wrist injuries by preventing unexpected tool rotations, such as when a drill binds up
- A dual-activation trigger, which requires input from both hands to operate and is a particularly valuable feature in tools like band saws and grinders
- Lanyard attachment points for certain tools and batteries to allow workers to securely tether their tools to rigid structures, preventing accidental drops that could lead to serious injury or damage
- SHOCKS Active Vibration Control™ system, integrated into rotary hammers, to reduce vibrations at the handle, providing greater comfort and significantly lowering the risk of vibration-related injuries

- A dust extraction system to help mitigate risks to workers and third-party pedestrians

These innovations — whether preventing wrist injuries, reducing vibration, minimizing dust exposure or safeguarding against dropped tools — are all essential components of a safer, more efficient work environment. By addressing these common hazards head-on, Kiewit and DEWALT are ensuring that workers and communities are better protected, not just from immediate accidents, but from long-term health risks as well. The focus on integrating safety features directly into the design of each tool means that these solutions are not only more effective, but also more convenient for workers on the ground.



Pictured left: The ergonomic PERFORM & PROTECT™ band saw cuts smoothly through a metal strut channel, providing precise control while reducing user fatigue. Its dual-activation trigger requires the worker to provide input from both hands, which prevents accidental starts.

Pictured right: Improved concrete grinders feature integrated dust shrouds and vacuum attachments, reducing airborne particles and minimizing exposure to harmful silica dust. For enhanced control and to reduce fatigue, each grinder also has an enhanced kickback brake and an anti-vibration side handle.

[Read more, including comments from Kiewit, Studson, Milwaukee Tool and DEWALT leaders, in Kieways](#)



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The invisible guardrails

Kiewit is turning to cutting-edge tools like e-fencing and overhead proximity sensors, reshaping safety practices and providing innovative ways to protect workers and streamline operations.

E-fencing, sometimes referred to as geofencing, provides a virtual boundary system for heavy machinery, by using sensors to define operational zones. This system can restrict swing angles, limit the height of equipment and prevent encroachments into hazardous areas. Essentially, this 2D “electronic fencing” ensures that operators stay within predefined safe operating boundaries, minimizing risks and eliminating the need for physical barriers. Its key features include:

- E-swing: Restricts the machine's swing range
- E-wall: Prevents extensions beyond a set boundary
- Cab avoidance: Blocks attachments from entering the cab area
- E-ceiling and e-floor: Limits upward and downward movements to prevent excessive height or depth

E-fencing technology is primarily integrated into Caterpillar (CAT) excavators. The term "e-fencing" was coined by CAT, and provides the core functionality in their machines, setting the standard for this type of technology on construction sites.

Overhead proximity sensors serve as an additional safety measure, particularly in environments with live powerlines. Kiewit is using this technology on the Mill Creek 5 Natural Gas Combined Cycle (NGCC) project in Louisville, Kentucky. This project is part of a broader effort to

modernize an existing coal-fired power plant. The addition of a 645 MW 1x1 GE Power Island is designed to lower carbon emissions while delivering more efficient energy to surrounding communities.

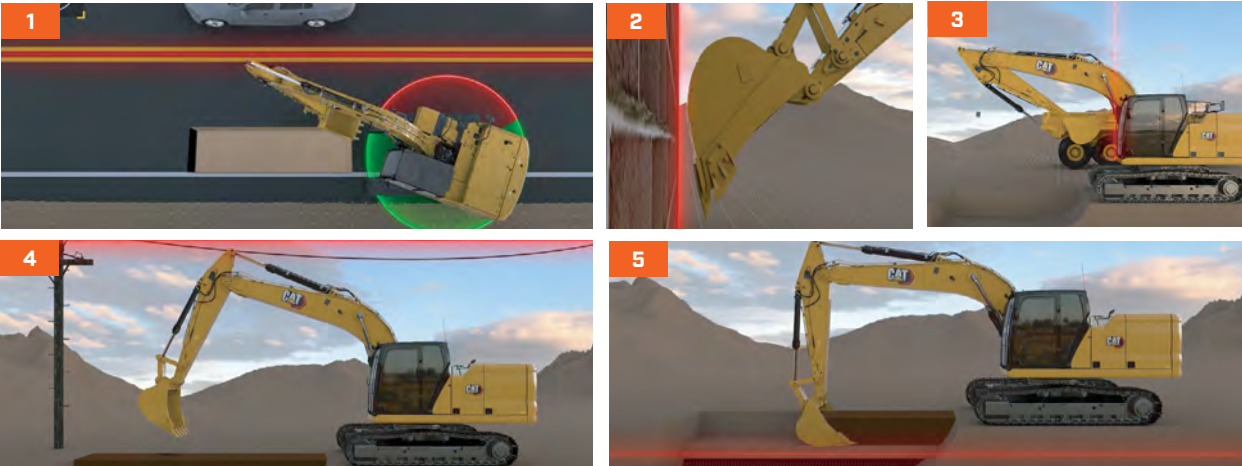
Given that powerlines run through the site, safety becomes even more important and overhead proximity sensors are helpful in this challenging environment. Once these sensors detect electromagnetic fields from nearby powerlines, if the equipment gets too close, they trigger a response, which can include warning signals, equipment retraction or halting operation. This feature helps operators maintain safe distances, even in locations where powerlines of varying voltages are present.

Kiewit is prioritizing the seamless integration of these safety technologies, to make sure they enhance safety without complicating daily operations. Operators use an

in-cab display to monitor the equipment's proximity to hazards, with customizable alerts if safety boundaries are breached. This interface helps operators focus on their work, while the technology acts as a safeguard to prevent accidents.

Proximity sensors are relatively new technology and Kiewit’s collaboration with CAT has been key to incorporating this tool into operations. The company's input, based on realworld jobsite experiences, has contributed to improvements that address diverse operational challenges and helps keep the technologies user-friendly.

[Read more in the Invisible Guardrails in Kieways](#)



1: E-swing 2: E-wall 3: Cab avoidance 4: E-ceiling 5: E-floor

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Using drones to strengthen safety from above

On the Southeast Connector Project for the Texas Department of Transportation (TxDOT), Kiewit is using drone footage to observe employee behaviors, how they interact with equipment on the job and overall operational efficiency.

Located between Fort Worth and Arlington, Texas, the Southeast Connector is a design-build project performed by a joint venture with Kiewit Infrastructure South Co. and

Austin Bridge & Road, aimed at rebuilding and widening crucial roadways. The project encompasses 16 miles of I-20, I-820 and US 287, as well as the reconstruction of three major interchanges. At peak construction, the project will involve 220 staff members and 800 craft workers, including subcontractors.



Kiewit’s drone pilots, licensed by the Federal Aviation Administration (FAA), fly drones approximately 100 feet above the jobsite, capturing live video and generating thousands of still images per minute. The use of drones provides a unique vantage point, allowing the team to assess safety practices and construction progress from above. It’s important to the Kiewit team that the drone perspective offers a look at the entire operation and helps identify where to improve safety.

Giving crews a buffer between them and road traffic is crucial. Drone footage has been instrumental in giving the team a unique view of where people are standing in relationship to the traffic.

Sometimes, the solution is as simple as giving crews more space. Where crews were pouring concrete, the team pushed out the boundaries of the closure and set a traffic control truck with an arrow on the back to protect crews, as well as a crash cushion to protect the driver.

In another instance, drone footage revealed where safety protocols could be improved to keep equipment a safe distance from the crew and from traffic.

Kiewit has expanded its use of drone technology across several other projects and plans to continue in 2025.

[Read more in An Eye in the Sky in Kieways](#)

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Partnering for safer equipment

Kiewit has been working with original equipment manufacturers (OEMs) for many years, partnering with them to help design and implement improved equipment safety features and tools. The goal is to mitigate risks involved in operating and working around equipment, eliminating serious injuries and fatalities.

Improving seatbelt use is one area of emphasis, with a system that includes:

- A light and audible alarm inside the cab to remind the operator to buckle up
- Bright orange seatbelts that are clearly visible, making it easier for those on the ground to spot when a seatbelt isn't being used
- A purple strobe light on top of each cab that alerts those on the ground when a seatbelt isn't fastened
- Integrating seatbelt usage data into telematics

Another major equipment upgrade is the installation of personnel detection technology on telehandlers, compact track loaders, skid steer loaders and wheel loaders.

The camera-based system will alert the operator that a person has entered a danger zone. The system sounds an audible alarm, and each cab is equipped with a monitor that shows where the individual is, left, right or behind the machine.

Inside the cab, the operator has a monitor that displays a rectangular box around a person detected in a danger zone.

Kiewit began installing the technology late third quarter of 2024 in over 1,000 company-owned machines and plans to have the remaining features installed in early 2025. Kiewit collects data in real-time from each of the machines. This data will enable the projects to identify high-risk work areas and make changes in real time. Kiewit equipment will also be fitted with external alarms that alert an individual on the ground that they are too close to a machine.

Collision warning systems depend on the equipment operator or the person on the ground to act to prevent an injury. The operator must stop the machine or the person needs to get out of the way.



Two years from now, Kiewit will be able to purchase machines from its main construction equipment OEMs that have collision mitigation installed. This new technology will be able to identify a person or object in the danger zone and automatically stop the machine without operator interaction.

[Read more in Behind the Wheel,](#)
[Ahead of the Curve in Kieways](#)



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Life-Saving Actions

The Life-Saving Actions (LSA) Program and Operations Start Card (Start Cards) continue to be an integral part of our safety program and our pursuit of Nobody Gets Hurt.

NEARLY
1.9 MILLION
START CARDS
DISTRIBUTED TO THE
FIELD IN 2024

- **Life-Saving Actions (LSA)** is a crucial component of a complete site-specific safety plan as well as a daily focus before the start of every operation. It allows a project team to be proactive about eliminating significant injuries and fatalities. An effective LSA program identifies the correct categories, ensures the safeguards are in place and uses best practice tools and training.
- The **Operations Start Card** is the tool our front-line supervisors and craft use for all operations/tasks daily. The card calls out specific items our front-line supervision consistently think about as they look for hazards, including focusing on safeguards that will prevent life-changing events.



Craft Voice in Safety

Craft Voice in Safety (CVIS) is an integral part of Kiewit's safety program. CVIS is designed to empower craft workers to take ownership of their personal safety and the safety of those working on the project. This is accomplished through the creation of a craft-led committee comprised of on-site craft workers. That group serves as the direct link between the craft and management regarding the culture, health and safety of all employees.

APPROXIMATELY
150 CVIS LEADERS
FROM PROJECTS
ACROSS THE ORGANIZATION
PARTICIPATE IN MONTHLY
CVIS ROUNDTABLES TO
SHARE BEST PRACTICES AND
LESSONS LEARNED

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Engaging in collaborative industry research to improve the safety of rebar cages

Kiewit is an industry supporter of the Charles Pankow Foundation’s (CPF) research project – Improving the Safety of Rebar Cages Using Innovative Connectors. According to CPF, the objective of the research is “to provide practical analysis, design and detailing guidelines to prevent the failure of rebar cages throughout all stages of construction.” Phase 2 of the research began in 2024 when a new research grant was awarded to the University of Nevada, Reno.

Kiewit was also engaged in Phase 1 of the research and joins several other industry partners, including other design and construction firms, rebar suppliers and the American Society of Civil Engineers, to sponsor the effort. Our engagement includes providing financial support and subject matter expertise.

The Charles Pankow Foundation is a private and independent public benefit foundation that serves the architecture, engineering and construction industry by providing leadership and catalytic funding to support research and industry collaboration.

Raising awareness to reduce heat fatigue and summer safety risks

During the summer months, concerns for heat-related safety incidents increase. Risk factors for safety incidents 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 and more.

Throughout the summer, we encourage everyone, regardless of being on a project or in an office, 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 is being followed.

We engaged medical efforts to help us provide the best information available for preventing, acknowledging and addressing heat fatigue.

Some of the resources that we provide our people to raise awareness of heat fatigue and summer safety risks include:

- Toolbox talks addressing strategies to avoid heat fatigue with tips for the night before work, during work and after work, as well as how to recognize and treat heat fatigue
- Site signage emphasizing education, awareness and best practices for preventing heat fatigue and summer safety risks
- A guide of best practices for preventing heat fatigue with examples from teams across the company

Workers are also encouraged to wear sunscreen on and off the jobsite.



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Kiewit joins industry peers to celebrate 10 years of Construction Safety Week

Construction Safety Week is an industrywide event that focuses on prioritizing and committing to sending everyone home safe every day. Kiewit was one of the original founding companies of Construction Safety Week, and in 2024, joined more than 70 other companies to celebrate and further commit to work safe.

The 2024 theme “Breaking Barriers: Connect to Value Every Voice” centered around the importance of using our voice to have meaningful conversations. When we value everyone’s voice, we create a safer work environment.

“Safety Week is all about valuing each other’s voice, inviting and providing positive feedback, openly communicating with each other, listening by putting yourself in someone

else’s shoes and empowering your team by making it personal. Using your voice and connecting with your team could save a life,” explained Kiewit Operations Safety Director Krista Geller.

During Safety Week, employees across the company took part in daily discussions on topics developed by Corporate Safety to help further build confidence in using their voices to call out unsafe conditions or situations on jobsites. The topics included:

- Monday – Conversation Card: Teams reviewed a reference guide for all types of important conversations.
- Tuesday – Sample mock scenarios: The scenarios reinforced how to use your voice to improve safety.
- Wednesday – National Fall Protection Stand-Down: An OSHA-led, industrywide training that identified areas of improvement to prevent fall-related injuries and fatalities.
- Thursday – Leadership Commitment: Leadership talks emphasized their personal commitment to craft safety and commitment to giving everyone a voice.
- Friday – Thank You: A thank you to our teams for their efforts to work safe every day.



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Under the Hat™: Building Healthy Minds program continues to emphasize the importance of mental well-being for employees, their families and the entire construction industry

An employee's emotional well-being affects how they show up in the workplace, at home and everywhere life takes them.

Our Under the Hat™ (UTH): Building Healthy Minds focus provides resources and opens the lines of communication to having everyday conversations around mental health for employees, their families and others who work on Kiewit projects.



Throughout 2024, we made many enhancements to the program and resources to better serve our people and their families. These improvements included:

- Revitalizing our Under the Hat™ website to be a more dynamic and informative resource with regularly updated and relevant mental health content and tools
- Launched a new monthly Under the Hat™ newsletter, which is now sent to all employees and includes resources like toolbox talks, articles and more
- Sent home mailers to employees with specific information about mental health offerings for their household and family members
- Hosted a series of six, online, company-wide mental health workshops covering various topics and available both live and on demand
- Developed employee and manager education training sessions to educate them on our employee assistance provider (EAP), medical benefits and other well-being offerings

Our Under the Hat™ steering committee also developed awareness campaigns specific to Mental Health Awareness Month and Suicide Prevention Month.

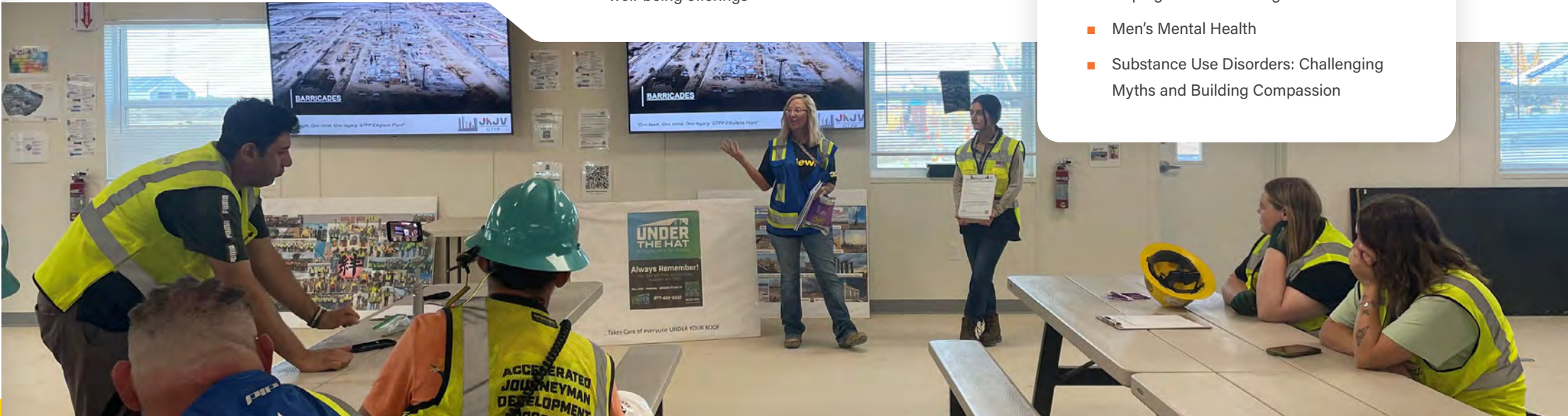
'Under the Hat™: Building Healthy Minds program continues to emphasize...' continued on next page



**MENTAL
HEALTH WEBINARS**

The six webinars covered a variety of topics to help employees with their unique needs.

- Minding Your Mental Health: How to Know When to Get Support
- Adolescent Mental Health
- Suicide Prevention in the Workplace
- Coping with Distressing Current Events
- Men's Mental Health
- Substance Use Disorders: Challenging Myths and Building Compassion



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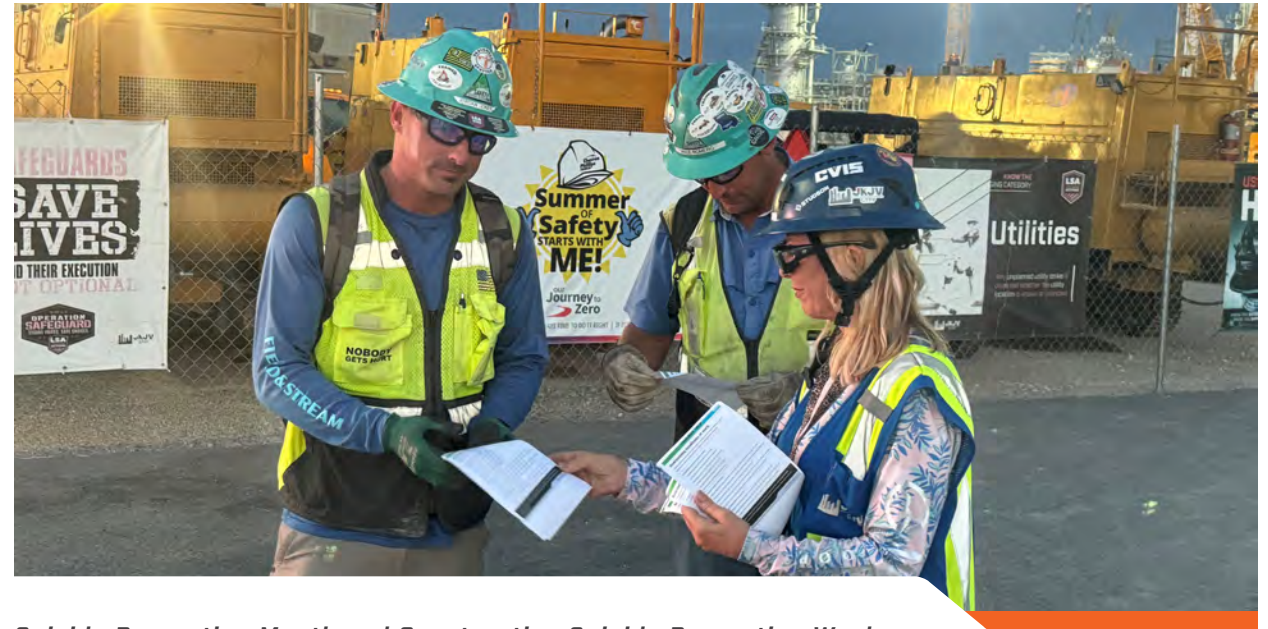
***Mental Health Awareness Month:
Under the Hat™, Under Your Roof***

May is Mental Health Awareness Month — a time to recognize how important mental health is and how to support those who might be struggling.

As part of this awareness month, our Under the Hat™ steering committee launched a new campaign called — Under the Hat™, Under Your Roof — in an effort to remind employees that Under the Hat™ extends its support to offer resources to their families and household members as well.

During the month of May, we shared the following resources with our employees and their families:

- A video from Senior Vice President Alicia Edsen emphasizing the importance of prioritizing mental well-being — which was also shared externally on our social media accounts to drive additional awareness
- Testimonial and a podcast featuring employees discussing their own personal mental health journeys
- Desktop calendars and virtual meeting backgrounds employees could use to drive visual reminders and awareness
- Internal articles highlighting resources available to employees and their families can use to care for their mental well-being
- A company-wide virtual workshop focused on minding your mental health



Suicide Prevention Month and Construction Suicide Prevention Week

September is Suicide Prevention Month and the construction industry recognizes the second week of the month as Construction Suicide Prevention Week. The goal is to foster open conversations about mental health and highlight the challenges construction workers face, which can contribute to the risk of suicide.

To bring awareness to this important topic in September, we:

- Hosted a virtual companywide mental well-being training on suicide training in the workplace. The suicide prevention in the workplace workshop aimed to help people recognize warning signs for suicide and emotional distress and walk them through action steps to take to express concern and connect their colleague to the appropriate level of support.

- Shared a video message with all employees from Senior Vice President Alicia Edsen, which emphasized that safety at Kiewit extends beyond physical well-being to include emotional and mental health.
- Encouraged all project teams to participate in a moment of silence during the project's mass safety meeting on Sept. 9 to honor lives lost to suicide followed by a Preventing Suicide in Construction toolbox talk.
- Encouraged all employees to wear purple on Sept. 10 in observance of World Suicide Prevention Day.
- Reminded employees of digital and print materials available to them and their families and encouraged teams to distribute suicide prevention wallet cards to employees.

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Top construction CEOs join industry initiative to combat suicide among workers in construction

Kiewit, along with other industry leaders, is collaborating as founding members of a new CEO Advisory Council to support industrywide efforts focused on lowering the high suicide rate among construction workers.

Tragically, the construction industry has one of the highest suicide rates of any profession in the U.S., with the number of suicides nearly five times higher than the number of lives lost in jobsite safety incidents, according to data from the Centers for Disease Control and Prevention and the U.S. Bureau of Labor Statistics.

Kiewit's President and CEO Rick Lanoha, and CEOs from the industry including Bechtel Corporation, Skanska, Stanley, Black & Decker, Inc., Turner Construction Company, North America's Building Trades Unions, Fluor Corporation, Clark Construction Group and DPR Construction, will contribute their expertise to develop new, research-based programs and resources tailored for the industry.

The council will meet quarterly to assess current mental health initiatives, identify areas needing improvement and

create new strategies to address the challenges faced by construction workers.

We are honored to join fellow leaders in addressing these crucial issues that impact all of us, working together for the betterment of the entire construction industry. Together, we can make a significant impact, dismantle the stigma surrounding mental health, and build a safer, healthier future for our colleagues.

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Supporting employee well-being across North America

In 2024, we advanced our commitment to employee well-being by expanding region-specific benefits that support physical, financial, emotional and mental health. These enhancements reflect our dedication to delivering a consistent, people-first experience across North America.

- **United States:** The Kiewit Student Loan Matching Program is available for those eligible for the U.S. 401(k) plan employer matching program. The program, coordinated through Fidelity, launched in early 2024 and aims to help take care of employees today and tomorrow. With this benefit, Kiewit treats an employee's eligible monthly student loan payment like a retirement contribution eligible for the company's

employer match after the end of the plan year. The program can help employees save for retirement if they were previously unable to contribute to their 401(k) or meet the full match.

- **Canada:** In Canada, employees now benefit from the enhanced Manulife Mobile app, a centralized health and benefits platform. The app offers personalized wellness journeys, live chat support, wearable device integration and tools to improve benefits literacy and chronic condition management. New features like streak-based rewards and wellness challenges further encourage long-term healthy habits.

- **Mexico:** Kiewit launched a comprehensive Employee Assistance Program (EAP) through Orienta, marking a significant addition to Mexico's benefits offerings. The program provides free and confidential mental health support, therapy sessions, legal and financial counseling, nutritional guidance and resources for trauma and substance misuse — areas that go beyond traditional health insurance.

Together, these programs strengthen Kiewit's holistic, cross-border well-being strategy — ensuring that employees and their families access meaningful support at every stage of life.



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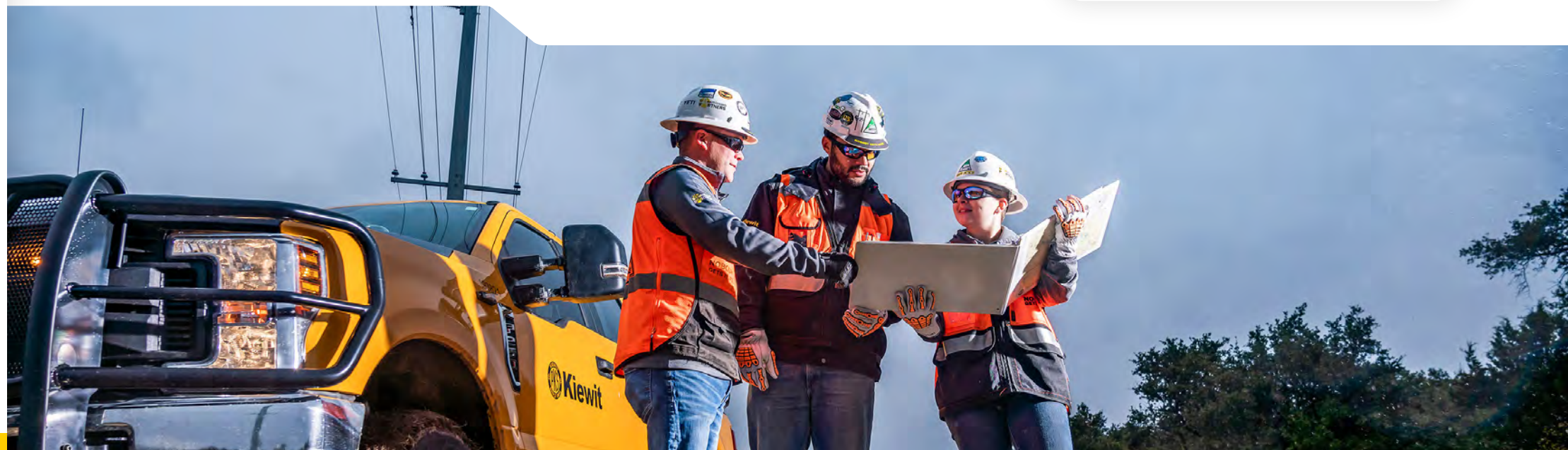
Objective: Leverage our unique, collective strengths to build fulfilling careers and industry-leading projects as we pursue our goal to be the best contracting organization on earth

It takes a variety of experiences, skillsets, backgrounds and perspectives to deliver the best solutions in our industry. Our Core Values — People, Integrity, Excellence and Stewardship — continue to be the driving force behind our efforts to build meaningful relationships with our colleagues, clients, business partners and communities. Together, we leverage our differences to innovate and find better ways to safely and efficiently build projects that provide dependable energy, clean water, accessible health care, safe transportation and so much more.

In addition to our traditional recruiting efforts, we tailor our recruitment to grow our talent pipeline and better reflect the communities where we work. We strive to build an environment where everyone can reach their full potential to make our company the best contracting organization on earth, focusing on mutual respect and equal opportunities for all. We work with thousands of suppliers, subcontractors and vendors each year, including small, local and diverse businesses that make each community unique. We support our communities not only through the projects we build, but the time, talent and resources we share with organizations seeking to make our communities better places to live for everyone.

Strategies

- Recruit, develop and retain people of all backgrounds who are driven by a pursuit of excellence and passionate about construction and engineering
- Ensure everyone is treated with dignity and mutual respect
- Provide benefits that support all types of employees and their families
- Provide meaningful economic opportunities for the businesses in our communities
- Support community building, workforce readiness and education efforts coordinated by the nonprofit organizations that make each of our communities unique



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2024 Metrics

GENDER DIVERSITY ^{1,2,3,4}
Percentage of female employees in U.S. and Canada



RACIAL AND ETHNIC DIVERSITY ^{1,2,4,7}
Percentage of racially and ethnically diverse employees in U.S.



MILITARY SERVICE MEMBER/VETERAN ^{1,2,8,9}
Percentage of military service members and veterans in U.S.



FOOTNOTES

1. All Kiewit data based on average headcount in 2024
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 2022 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 2024, the OFCCP veteran hiring goal was 5.2%
9. Military or veteran status is not tracked in Canada



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Kiewit, Thurgood Marshall College Fund host 30 HBCU students in Texas

Thirty students from Historically Black Colleges & Universities (HBCUs) traveled to Kiewit's Westlake, Texas, office to participate in the third annual Thurgood Marshall College Fund (TMCf) + Kiewit Immersion Program in March 2024.

The event had support from more than 15 Kiewit employees. It marked the third year in Kiewit and TMCf's partnership.

During the two-day event, students heard from various presenters about Kiewit culture, careers in construction and engineering, strengths and mental health and well-being. The event wrapped with a tour of the Southeast Connector — a major transportation project underway in the Dallas-Fort Worth area.

TMCf — the nation's largest organization exclusively representing the Black College Community — identified potential attendees based on their majors and academic performance. Kiewit then interviewed those students, inviting the top candidates to the Immersion Program.

Of the 30 attendees, 20 interned with Kiewit over the summer. Those who intern with Kiewit also receive scholarship support from the company.

'Kiewit, Thurgood Marshall College Fund host 30 HBCU students in Texas' continued on next page



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What did attendees have to say about the experience?
A few of them shared their perspectives on LinkedIn.

"This past week I had the privilege of being able to attend my first Thurgood Marshall College Fund immersion program with Kiewit. I was able to learn a lot about the company from some of the current employees. Learning more about the company that I'll be interning with this summer just made me look forward to working with them even more. I was also able to meet and connect with a lot of amazing students from other HBCUs as well."

"My first immersion program was nothing short of amazing. I am forever grateful for the things I learned, as well as the relationships I built in only three days that will last a lifetime. This program was not only an eye opener in the career world, but it was more personable. Learning more about myself and how I can be a benefit to the people around me. I am looking forward to interning with Kiewit this summer and taking a step closer to developing my career."

2024 Metrics

30

Immersion Program participants

20

Summer interns

10

HBCUs represented



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104 collegiate students attend the Future Women in Kiewit Summit

In November Kiewit hosted 104 students from 69 colleges and universities in the U.S. and Canada for the Future Women in Kiewit (FWIK) Summit at Kiewit University. The event brought together attendees with Kiewit employees for open, candid conversations about building careers at Kiewit and in construction and engineering.

"This event has grown over the years, and so has our focus," said Senior HR Manager and Summit Co-chair Nicole Rolling. "We want attendees to leave with a clear understanding of who we are, what we do."

Kiewit Western Canada Sponsor and Summit Co-chair Katie Allan highlighted how the summit reflects Kiewit's culture of mutual respect and support. "We have people share their experiences, share about why this is important to them. It really helps people to understand more about Kiewit's culture and values."

The agenda offered attendees a blend of familiar and new topics, along with returning traditions. Key sessions included:

- An opening keynote highlighting the evolution of the FWIK Summit.
- Two employee panels where Kiewit employees at various career stages shared insights on building confidence, achieving work-life balance, mentorship and creating opportunities for success.
- A talk about embracing career twists, building strong relationships and staying open-minded to new opportunities.
- A session on being confident and authentic, creating a personal brand and assembling your "dream team."
- A presentation focusing on transitioning from college to career, mental health and Kiewit's Under the Hat™ program.

2024 Metrics

104
participants

69
universities / colleges
represented

104 collegiate students attend the Future Women in Kiewit Summit' continued on next page



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Expanding on last year’s traditions, this year’s summit continued to prioritize stewardship. Attendees created 167 encouragement cards for Girl Scouts Spirit of Nebraska.

Attendees explored broader industry topics through two special presentations:

- An industry talk about Kiewit’s partnership with the National Center for Construction Education and

Research (NCCER), emphasizing the industry’s growth opportunities and the importance of attracting talent from all backgrounds.

- A session about power of visual communication in construction, featuring a creative activity that demonstrated how visuals can clarify goals and reduce ambiguity.

Small group “Coffee Chats” provided attendees with an opportunity to engage directly with Kiewit employees on a more personal level. These interactive opportunities, alongside the keynote speeches and panels, offered attendees valuable insights into navigating the challenges of the construction industry, while also showcasing the potential for women to make meaningful contributions to construction and engineering.

“The keynote speakers, panels and Coffee Chats provided valuable perspectives that uplifted me going forward in my engineering career,” said Anya, a Texas A&M University-Corpus Christi student who attended the event. “After having a tough experience this past summer with my working environment as a field engineer intern with a different company, this summit enlightened me to what a workforce should look like.”

“I feel so empowered, and we received great advice from women who have been exactly where we are,” said Andrea, a Purdue University student and summit attendee. “You actually feel like we’re the future — raising our hands and making an impact, not only in the industry but in our own lives.”

Collegiate students join Kiewit's Mexico team for Building Women in STEM

We welcomed students from universities across Mexico with an interest in engineering to our Querétaro campus for a Building Women in STEM event. Attendees connected with experienced engineers, explored diverse career paths and engaged in discussions with our team.



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Kiewit Legacy Scholarship Program’s impact continues to grow

The Kiewit Legacy Scholarship is designed to support the next generation of leaders in engineering and construction management. This scholarship provides financial assistance to highly motivated students who are dependents of current

Kiewit staff or craft employees in the U.S. or Canada pursuing a degree in engineering or construction management at an accredited institution. Recipients receive \$5,000 per term, per year, for up to four years, so long as they continue to meet eligibility criteria.

2024 Metrics

16

new scholarship recipients selected in 2024

15

recipients who have graduated through lifetime of program

2024 DATA

46

total scholarship recipients funded in 2024

LIFETIME DATA

60

lifetime total recipients

\$340,000

total invested in 2024

\$1,345,000

lifetime total invested

Building connections at national conferences

Kiewit employees were proud to attend several major industry conferences in 2024, including:

- National Society of Black Engineers
- Society of Women Engineers
- Society of Hispanic Professional Engineers
- Conference of Minority Transportation Officials

Pictured below: Kiewit employees attend the National Society of Black Engineers' 50th Annual Convention in Atlanta, Georgia.



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Kiewit Scholars program provides immersive experiences and financial support to prepare the next generation of construction and engineering leaders

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, site visits with immersive learning opportunities, and internship opportunities with Kiewit. It is supported by donations from Kiewit and executive leadership.

There are five active Kiewit Scholars programs in the 2024-2025 academic year. Colorado School of Mines is the newest addition, with its first cohort of students beginning this year.

'Kiewit Scholars program provides immersive experiences and financial...' continued on next page



2024-2025
Academic Year
Metrics

126

participants

48%

male scholars

52%

female scholars

42

graduates

62%

of eligible Kiewit Scholars
interning in summer 2025

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Pictured above: Kiewit Scholars from University of Colorado Boulder visit Kiewit’s Lone Tree, Colorado, office to kick off their mentorship program, connecting students with Kiewit employees.

“Kiewit is offering these amazing students a platform to see what construction engineering looks like in the real world,” Colorado School of Mines Construction Engineering Program Director Karen Gupta, PE, said when the school’s Kiewit Scholars program was announced. “It’s a perfect mix for them to take a deep dive into leadership training, to try on construction work in a variety of industry experiences and to learn the technical side of the field. The invaluable mentoring support they’ll receive and unique opportunities to put their boots on the ground at world-changing projects are ones that only Kiewit can provide.”

“It allows me to grow into their standards which I feel would prepare me for any sort of career I would go into.” – Kiewit Scholar Taylor Hasick

Pictured below: Kiewit Scholars traveled to active construction sites during the school year. During these visits, students met with project leaders, toured the work and engaged with employees to learn about the industry in an immersive environment.



“Thank you for organizing this trip to one of the most important projects in Colorado. Truly an invaluable experience!” – Kiewit Scholar Carlos Cisneros Jr.



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Kiewit teams celebrate Women in Construction Week

Each March, Kiewit teams join the industry to celebrate the National Association of Women in Construction’s (NAWIC) Women in Construction Week.

In 2024, teams used a Women in Construction Week toolkit to coordinate their activities. The toolkit included a toolbox talk teams could download and discuss, hard hat stickers to distribute to all employees and other ideas for engagement, including volunteer and networking activities.



Employees in Ontario celebrating Women in Construction Week.

Many teams organized employee networking opportunities during Women in Construction Week. They shared their perspectives and experiences and discussed how we can all continue to attract, develop and retain more talented women in our company and industry.



Employees in Alaska celebrating Women in Construction Week.



Construction Inclusion Week

Construction Inclusion Week is an annual industry-wide event held in October which aims to promote inclusivity in the construction industry.

Our teams were provided several resources to discuss Construction Inclusion Week with their teams, including:

- A toolbox talk on Mutual Respect and the importance of inclusion
- Mutual Respect hard hat stickers
- A Construction Inclusion Week toolkit with ideas for further participation, including coordinating volunteer activities and hosting networking events to allow employees to connect and get to know each other

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Department of Defense honors Kiewit with 2024 Employer Freedom Award

Kiewit was among 15 recipients of the 2024 Secretary of Defense Employer Support Freedom Award, the highest U.S. government honor to employers for support of National Guard and Reserve employees. The award recipients were honored at a ceremony at the Pentagon.

Kiewit was selected by Employer Support of the Guard and Reserve (ESGR) out of a pool of more than 1,700 nominated organizations. Nominations for this award come directly from employees or their families, making it a truly personal recognition of the positive impact companies, like Kiewit, have on their lives.

Army Reserve Engineer Officer and MOT Superintendent Charlie LeBaron is one of the employees who nominated Kiewit, praising the company for its unwavering support throughout his military career.

LeBaron describes Kiewit as going above and beyond to make him feel valued in both his military and civilian roles.

"I nominated Kiewit because of their unwavering support for military personnel like myself," LeBaron said. "Throughout my time in the military, Kiewit has consistently gone above and beyond to ensure that I feel valued, supported and empowered to excel both in my military duties and in my career development outside of the service. Kiewit has provided me with numerous opportunities for growth and advancement, offered flexible scheduling options to accommodate my military commitments and supported me during previous training exercises and my recent deployment. Their commitment to hiring veterans and reservists like me not only demonstrates their appreciation for our service but also enriches their

workforce with the unique skills, discipline and leadership qualities that military experience instills."

Army Reserve Engineer Officer and Kiewit Civil Engineer Nazareth Ng also independently nominated Kiewit for the award.

"Kiewit has made it possible for me to consistently attend all of my military trainings and schools since my time working here. I have been able to bring the skills that I have learned in design here at Kiewit into military designs for the army, and vice versa which has helped in my personal development tremendously," explained Ng. "Kiewit's benefits and flexibility with my military duties has also tremendously helped my family while I was away during those periods, and I am profoundly thankful for their continued support and recognition of veterans and current service members."



According to ESGR, the criteria for this award require employers to go far beyond the requirements of the law to support their National Guard and Reserve employees. This included better pay and benefits, flexible schedules and generous leave policies for deployments. The companies receiving this award provided training to staff to ensure they could properly assist these individuals, maintained regular communication during deployments and even offered support to their families back home while they were serving.



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U.S. Veterans Magazine names Kiewit a 2024 Top Veteran-Friendly Employer

U.S. Veterans Magazine named Kiewit to its list of 2024 Top Veteran-Friendly Employers. According to the publication, the list “seeks to recognize the organizations that have gone above and beyond to create more inclusive workspaces where talent can be recruited, developed and retained.”



Kiewit employee promoted to brigadier general

On Sept. 7, 2024, Kiewit employee Brian Medcalf was promoted to brigadier general and named NEARNG Land Component Commander.

Fewer than 1% of Army officers achieve the rank of general. Brigadier general, a one-star rank, marks the first step in the general officer hierarchy. The promotion ceremony took place at the Joint Force Headquarters in Lincoln, Nebraska.

Medcalf thanked Kiewit for helping him reach this significant milestone.

“I’m thankful to be part of two outstanding organizations, the Army and Kiewit,” he said. “Being promoted to brigadier general and commanding the Nebraska Army National Guard is a tremendous honor. I couldn’t have done this without the strength I have received from my family, friends, fellow service members and Kiewit.”



Recognizing Memorial Day

Our Lenexa, Kansas, and Houston, Texas, offices honored and remembered service members who made the ultimate sacrifice for our freedoms with flag displays on Memorial Day. In Omaha, our Veterans at Kiewit chapter organized an opportunity to place American flags on the headstones of all service members buried at the Omaha National Cemetery.

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Strengthening relationships with Indigenous communities, businesses and organizations across Canada

Kiewit continues to build and strengthen relationships with Indigenous communities, businesses and organizations across Canada, and is committed to providing education to our employees on the history of Indigenous Peoples in Canada. As part of our commitment, all staff in Canada are assigned the corporate annual Indigenous Awareness Training.

Our colleagues in Canada annually observe National Day for Truth & Reconciliation on Sept. 30. This day acknowledges the history of the residential school system in Canada and the intergenerational impacts on Indigenous communities.

In all-employee memos from senior leaders, employees were encouraged to learn more about National Day for Truth & Reconciliation, also known as Orange Shirt Day, and reflect on how everyone can advance reconciliation in Canada. Some of the ways employees were encouraged to reflect included:

- Purchase orange shirts from Indigenous artists
- Explore Indigenous voices, including musicians, writers and podcasters
- Support Indigenous non-profit organizations
- Attend National Day for Truth & Reconciliation events

In 2024, Kiewit supported many Indigenous organizations in Canada, including:

- **Gathering of our People** – an annual event held by the Moose Cree First Nation to showcase and celebrate Cree culture.
- **Indigenous Youth Entrepreneur Summit** – an annual event designed to empower Indigenous youth through dynamic mentorship, innovative networking and collaborative opportunities with community leaders and business experts.
- **Trade Winds to Success** – an Alberta-based organization that provides First Nation, Métis and Inuit people an opportunity to receive pre-apprenticeship training and shop experience in construction trades.
- **First Nations Major Projects Coalition** – a national non-profit organization established by First Nations that focuses on supporting the economic, environmental and public policy interests of First Nation member communities.



TRADE WINDS
TO SUCCESS



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Strong community relationships drive successful outcomes on Nicomen River Bridge Project

The Nicomen River Bridge Project is part of the B.C. Highway Reinstatement Program, an effort underway to repair infrastructure that was damaged during extreme weather events in 2021. Nicomen River Bridge Alliance (NBA) — an alliance team including Kiewit Infrastructure BC (KIBC) as constructor, Peter Kiewit Sons (PKS) as designer and the British Columbia Ministry of Transportation — completed the project in 2024.

Nlaka'pamux communities, specifically Nicomen Indian Band, were key supporters and collaborators on the project. The project site was located immediately adjacent

to the community's only access road, so collaboration was key. The alliance team, in particular the project manager, built a close relationship with the Chief of Nicomen Indian Band, which was instrumental in the overall success of the project.

Some of the tactics leveraged by the project team to facilitate collaboration and community engagement included:

- Participated in early in-person engagement with local Indigenous communities to discuss the project
- Coordinated weekly meetings between construction management and Indigenous Cultural Monitors onsite, with meaningful engagement co-developing resolutions to community concerns

- Required all on-site team members including staff, craft and subcontractors, to receive Indigenous Awareness Training as part of the orientation, with continuous development by inviting community members to share their rich history
- Developed project-specific Chance Find Procedures in consultation with local Indigenous communities for archeological finds.
- Awarded subcontracts to Indigenous businesses, including civil, medic service, security and traffic control
- Acknowledged National Day for Truth & Reconciliation, celebrated National Indigenous Peoples Day and facilitated cultural ceremony blessings onsite
- Hosted a Kids Voice in Safety (KVIS) event for local communities attended by over 100 community members, which included lunch, family equipment rodeo, face painting and more
- Donated to and supported several Indigenous-aligned charities and community engagement efforts, including a local youth soccer program and basketball team
- Invited the community to participate in training for both firefighting and traffic control — the project was in an area at risk for fires

The project concluded with a Bridge Blessing Ceremony and ribbon cutting of the new bridge, attended by both project and community leaders.



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TIC and National Center for Construction Education and Research (NCCER) partner to break down language barriers

Language barriers can challenge career advancement for individuals whose primary language is not used in the workplace. When training materials, meetings or even casual conversations are held in a language they don’t fully understand, it can hinder their professional growth.

According to a 2021 U.S. Department of Labor study, Hispanic workers increased from 10.7 million in 1990 to 29 million in 2020 and is projected to reach 35.9 million by 2030. Spanish-speaking and bilingual workers comprise about 35% of the craft labor force in the construction industry.

As the energy and infrastructure sectors grow, coupled with a shortage of young workers to replace retirees,

developing solutions to support the workforce is crucial for sustaining, retaining and attracting skilled talent.

TIC – The Industrial Company, a subsidiary of Kiewit Corporation, partnered with the National Center for Construction Education and Research (NCCER) to offer Spanish translations of NCCER’s Power Line Worker curricula. The new materials cover coursework for Substation, Transmission and Distribution specializations, offering the training to both English and Spanish speakers.

The first two workbooks, “Introduction to the Power Industry” and “Power Line Worker Level 1,” were released in early 2024, with more titles planned for release through 2025.



TIC Spanish-translated Level 1 Civil

In 2024, TIC – The Industrial Company, a subsidiary of Kiewit Corporation, launched its first-ever Spanish-translated offering of the Level 1 Civil Laborer Accelerated Journeyman Development Program (AJDP).

The program uses NCCER curriculum. The 10 participants received foundational training on a variety of construction topics, including:

- Preparing and maintaining a jobsite
- Building materials and equipment
- Concrete
- Working with temporary structures
- General civil work
- Ironwork
- Following work plans
- Assisting other skilled tradespeople

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Talent & Workforce Development

Objective: Provide industry-leading training and development opportunities for our people and coordinate workforce development outreach to promote career opportunities in the construction industry.

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 Next Gen model is an innovative approach that leverages evidence-based methodologies to enhance training outcomes. It includes a blend of virtual kick-offs, e-learning assignments, peer learning exercises and live training sessions at our Kiewit University and Training Center facilities. This model aims to improve content retention and behavior change by incorporating hands-on activities and case-based team exercises.

Our annual review process is complemented by our Right-Time Feedback program to ensure employees receive continuous, timely feedback about their performance. All full-time staff employees hired at least 6 months prior to the annual review cycle receive an annual review, excluding executive management. Right-Time Feedback is a development tool for staff employees, created by Kiewit, to ensure feedback is also driven by career events, not just the calendar. Employees and managers collaborate on proven areas for success including role expectations, goals and actions and behaviors to focus and develop. RTF is a collaboration point for reference by the employee and manager, and facilitates transparency, accountability and engagement.

Strategies

- Deliver internal training to staff and craft employees
- Support employees pursuing external training, development and education opportunities
- Drive continuous feedback and reviews through our annual review and Right-Time Feedback programs
- Provide a best-in-class internship program
- Partner with community organizations, industry associations and vocational schools on workforce development efforts

Our workforce development efforts are focused on building connections with community organizations, industry associations, military transition offices and programs, and vocational schools. We partner together with these groups with a shared goal of recruiting more people into the construction trades and connecting them with lifelong career opportunities.



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2024 Metrics

OVERALL TRAINING
INVESTMENT

1,371,555

annual hours of on-the-job,
district and corporate training
completed by full-time staff employees

\$7,856

average annual spend per
full-time staff employee on
training and development

NATIONAL CENTER FOR
CONSTRUCTION EDUCATION
AND RESEARCH CERTIFIED
TRAINING

427

NCCER participants

48,371

NCCER hours

EMPLOYEE DEVELOPMENT
AND FEEDBACK

100%

of qualifying* employees
received an annual
performance and
wage review

**Full-time staff employees, excludes
executives and employees hired 6 months or
less prior to review cycle*

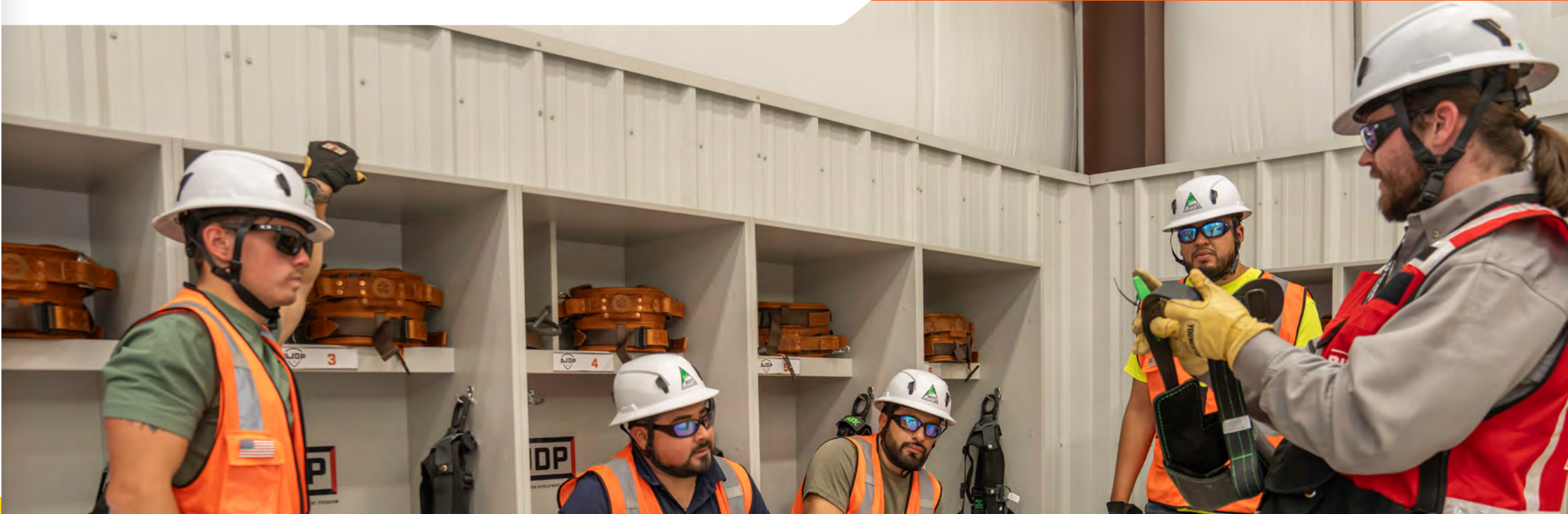
TUITION
REIMBURSEMENT

\$630,800

invested in tuition reimbursement

175

people who used
tuition reimbursement



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Manager excellence training equips new managers to manage effectively

As part of our commitment to fostering strong leadership across the company, we launched a Manager Excellence course in 2024. This course is for all employees entering management roles for the first time and is automatically assigned based on job titles.

Previously, Kiewit's Talent Development team provided new manager training to business units on an as-needed basis. However, due to a growing number of requests from various areas of the business, the training was reimagined to be applicable to any new manager, regardless of their role — whether in construction operations, engineering or shared services. The course

rollout began with a pilot program, which allowed for further refinement of the content.

The primary goal of Manager Excellence is to equip managers with the skills and knowledge needed to manage effectively. The program covers essential Kiewit tools and resources, preparing managers to handle key tasks such as performance management and resource allocation from day one.

Delivered via our digital learning platform, Manager Excellence consists of six modules, each focused on core management skills. The course takes approximately six

hours to complete, with each module offering opportunities to learn, practice skills and collect peer feedback. Participants also receive a resource guide for additional self-directed learning.

During the course, learners can identify areas for improvement and set professional goals to enhance their management skills directly within their Right-Time Feedback dashboard — the platform Kiewit employees use to manage professional development.

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Comprehensive support for new project engineers

A redeveloped Project Engineering Resource Guide launched in 2024 provides more comprehensive support for new project engineers transitioning into their roles. Employees in these roles must shift from a tactical field engineer mindset to a strategic manager perspective supporting our construction projects.

The guide was created in response to feedback from development sponsors throughout our business. It was then further refined based on feedback from new and experienced project engineers who participated in a pilot program for the resource guide. The guide targets employees with three to five years of experience or experienced hires stepping into project engineering roles.

The guide is structured into six key sections: Kiewit's Management Systems, Project Start-up, Financial Controls, Schedule Management, Subcontractor and Supplier Management and Project Closeout. Each section is designed to help users understand essential aspects of project management at Kiewit, from initial planning and budgeting to effective schedule management and project closeout procedures. The content promotes discovery learning, prompting learners to identify areas where they need more clarity and facilitating discussions with peers and managers.

The guide is available digitally and allows users to explore its content asynchronously, whether reading through the entire guide or focusing on specific sections as needed. Our Talent Development department encourages our teams to integrate this guide into project engineer development programs unique to their part of our business to facilitate professional growth and enhance project success across the company.



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Nearly 2,000 attend annual Kiewit Engineering Technical Summit

The 2024 Kiewit Engineering Technical Summit, sponsored by Kiewit's internal Chief Engineers Council (CEC), had almost 2,000 participants eager to learn and celebrate the company's continuous improvement culture and share lessons learned from Kiewit's engineers.

This four-day event took place during Engineers Week, February 20-23. Attendees included Kiewit employees, external clients and university participants representing more than 9,000 session views of the 31 technical presentations throughout the virtual event. The event awarded 9,559 total Professional Development Hours (PDHs).

The theme of the summit focused on how Kiewit Engineering Group (KEG) continues evolving to meet the needs of the industry of tomorrow and our integrated solutions that leverage all Kiewit engineering markets to meet project goals.

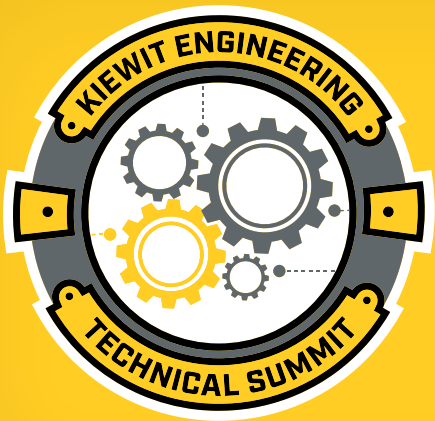
"Most importantly, I hope attendees walked away with some fresh ideas which is the main driver for us holding this event," said Dan Lumma, Kiewit Engineering Group president. "It's about sharing some of the innovative things our people are working on and fostering even more creativity."

Kiewit engineers presented project case studies, technology innovations and examples of Kiewit's holistic

integrated approach to projects that leverage the company's engineering capabilities.

Each day kicked off with an executive message from our KEG leadership to set the tone for the day. Additionally, the final day included an external keynote speaker and the Chief Engineers Council (CEC) special topic of the "NexGen of Engineering".

For Kiewit engineers and external attendees, the summit provided an opportunity to share innovations, consider how Kiewit's markets are changing now and how Kiewit is preparing to meet the needs of the rapidly evolving industry.



Technical Summit Metrics

2,000
participants

31
technical presentations

9,550+
Professional Development
Hours (PDHs)

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Kiewit Internships continue to
kickstart careers

Each year, hundreds of interns join Kiewit teams
in offices and on projects across North America.
Read thoughts from a few of these interns and how
their Kiewit internship is shaping their careers.

2024 Metrics

906
interns

245
schools represented by interns

'Kiewit Internships continue to kickstart
careers' continued on next page



"At UT-Arlington, I serve as the president of the Society
of Hispanic Professional Engineers (SHPE), where
I lead 150 members towards better opportunities,
such as attending the SHPE National Convention. It
was through this convention that I secured my first
internship with Kiewit.

Although I spend most of my time in the office,
whenever possible, I would ask one of the discipline
managers to take me to the field so I can observe their
work and assist when needed. One aspect of Kiewit
that I particularly appreciate is its commitment to a
safety culture. Everyone is encouraged to help each
other grow to minimize incidents, aligning perfectly
with their Nobody Gets Hurt commitment."

Brendon Bolanos De Moraes
Internship Assignment: Louisiana,
I-10 Capital Corridor



"This is my first Internship with Kiewit and I have
learned more in the last couple of weeks here than
I have at any other internship and even in any
class. Nothing can teach you more than being out
in the field getting your hands dirty, working with
the people who know this industry and career the
best. Kiewit has given me a great opportunity to
leave my home state and not only learn the office
side of things, but to be able to go out into the field
and see the project, see the people at work and
watch the drawings and plans come to life."

◀ **Kendall Marquez**
Intern Assignment: Washington,
Coastal 29 Bundle 2A Project



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"I have had the opportunity to develop myself and my professional skills by working with the Talent Development team at Kiewit University (KU). On this team, I have been able to really dive deep into the many different management and technical schools that KU offers."

I have been given real work, projects of importance and have had every resource I could need to excel in my role. Not only has my internship experience at Kiewit pushed me to better myself and begin to build my legacy, but it has ultimately prepared me with the tools I need to confidently enter my career era."

▼ **Mae Killeen**
Internship Assignment: Omaha,
Human Resources



"One of the most important lessons I've learned so far is to prioritize accuracy. This project is fast-paced with a ton of moving parts, which could make it easy to gloss over seemingly tiny details regarding quantity claiming or forecasting plans for materials and labor. However, reporting precise costs for everything is the only way a project can thrive. Emphasizing accuracy over convenience is something I plan to implement in any professional realm my future holds."

I feel honored to be a part of such an impactful project that will change the lives of many children in Hawaii."

▼ **Ainsley Bennington**
Internship Assignment: Hawaii,
Lili'uokalani Community Center



"I am exposed to all disciplines, how each one choreographs their crews, and what work they are responsible for. It is a spectacle to observe how each discipline handles different tasks, adapts to situations, and brings a positive attitude to reflect onto their crews."

I have learned many valuable lessons that will surely carry to my future career. I appreciate the level of communicative understanding, ensuring all on-site are on the same page, the continuous practice of safety emphasized with every meeting, and strategic planning to ensure everyone is performing efficiently on a daily basis."

▼ **Jake Galligan**
Internship Assignment: Illinois,
Cass County Solar Project

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**Mobile training facilities enable one project team
to train nearly 200 craft workers on site**

Mobile training facilities (MTFs) developed in-house allow teams across our organization to deliver craft training more efficiently. MTFs bring essential training directly to the project site, ensuring that craft workers receive high-quality, hands-on instruction without the need to leave the job.

As just one project example, throughout the course of construction on a 840 megawatt combined-cycle, natural gas power plant, a total of 21 classes across

four disciplines — concrete, pipefitting, ironworking and electrical — were conducted, providing training for 178 craft workers. Two of the pipefitting classes were taught in Spanish.

By keeping training on-site, workers avoid extended periods traveling, minimizing disruptions to both their personal lives and the productivity of the project.



**Association for Talent Development
Nebraska chapter recognizes
Kiewit employee as Innovator
of the Year**

Cat King, an instructional designer on Kiewit's Talent Development team, earned recognition as the Association for Talent Development's Nebraska Chapter Innovator of the Year for her efforts launching our Concrete Craft Training Program.

The Concrete Craft Training Program provides hands-on activities to teach technical skills, along with lessons to build leadership skills for craft workers with the hope of advancing their careers. The training materials are provided in English and Spanish to remove barriers to learning. King and team also developed the training to be portable. A mobile training facility can be sent to a jobsite and provide training at the right time and right place for those who need it most.

"I like the challenge of designing training for people who are at the front lines of our work because it provides such an opportunity to make a true impact, and I love helping people grow their careers," King said. "We have intentionally designed the program to provide hands-on activities to teach technical skills as well as lessons to build leadership skills so that a craft worker can build their path to foreman and superintendent."

ATD is "a professional membership organization supporting those who develop the knowledge and skills of employees around the world." King has been an ATD member since 2004.

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Partnering with Southeast Lineman Training Center to build a skilled workforce for the power industry

The Southeast Lineman Training Center (SLTC) is a premier training school for pre-apprentice lineworker training. SLTC provides students the opportunity to build the foundational skills they need to succeed as lineworkers substation technicians, and or electricians on our power projects.

Kiewit sponsors the mid-term field day event for each SLTC class. Company representatives attend the school's recruiting events when there are current job openings to fill, and the graduation event for students who accept employment with Kiewit.

SINCE ALIGNING WITH
SLTC IN EARLY 2024

29 STUDENTS
HAVE BEEN HIRED TO JOIN
THE KIEWIT ORGANIZATION

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**Fully-stocked donated toolboxes
will help heavy equipment diesel
technician students prepare for
industry careers**

Kiewit donated 10 fully-stocked toolboxes to Oklahoma State University Institute of Technology's (OSUIT) School of Transportation and Heavy Equipment's Diesel Technician program. The toolboxes provide students with high-quality tools that will enhance their hands-on experience and prepare them to successfully enter the workforce. These community toolboxes remove a barrier for students until they are able to purchase their own tools.

Through this engagement with OSUIT, Kiewit aims to help prepare the skilled technicians the industry needs, with the hope that many of them will join Kiewit.



"We've seen several successful alumni come through OSUIT's program," said Kiewit Vice President of Equipment Steve Curry. "One of the most challenging crafts to recruit is

diesel technicians. We believe this partnership with OSUIT can help fill that gap by providing students with diverse career opportunities at Kiewit."

Skills USA and Skills Canada Alberta

Our workforce development and craft recruitment teams attended and sponsored the Skills Canada Alberta's Provincial Skills Canada Competition in Edmonton, Alberta, in May and SkillsUSA National Championships in Atlanta, Georgia, in June.

At each event, students, educators and industry leaders gathered for competitions and leadership activities promoting careers in construction, as well as many other trade industries.

Kiewit was the Official Safety Sponsor and a Skills Innovator for the Skills Canada Alberta event and sponsored construction competitions and a breakfast for several hundred attendees at the SkillsUSA event. Our employees also participated in the exhibitions at each event, where they connected with attendees at a Kiewit booth to discuss career opportunities with our organization.



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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 treasure we share. Through our foundation, corporate support and localized outreach, we're able to help non-profits, schools and community partners. Each community has different priorities and needs, so we take the time to understand the most meaningful ways we can give back locally.

Strategies

- Donate to and encourage employee volunteering with organizations committed to community building, workforce readiness and education
- Continuously improve processes for collecting company giving and employee volunteering data

2024 Metrics

\$14.9
MILLION

charitable contributions from
Kiewit Corporation and
the Kiewit Companies Foundation

This figure is inclusive of all contributions made to 501(c)3 organizations, and to colleges and universities. The figure 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. College and university contributions include those made as part of our Thurgood Marshall College Fund partnership, Kiewit Scholars, Legacy Diversity Scholarships program and through other commitments.

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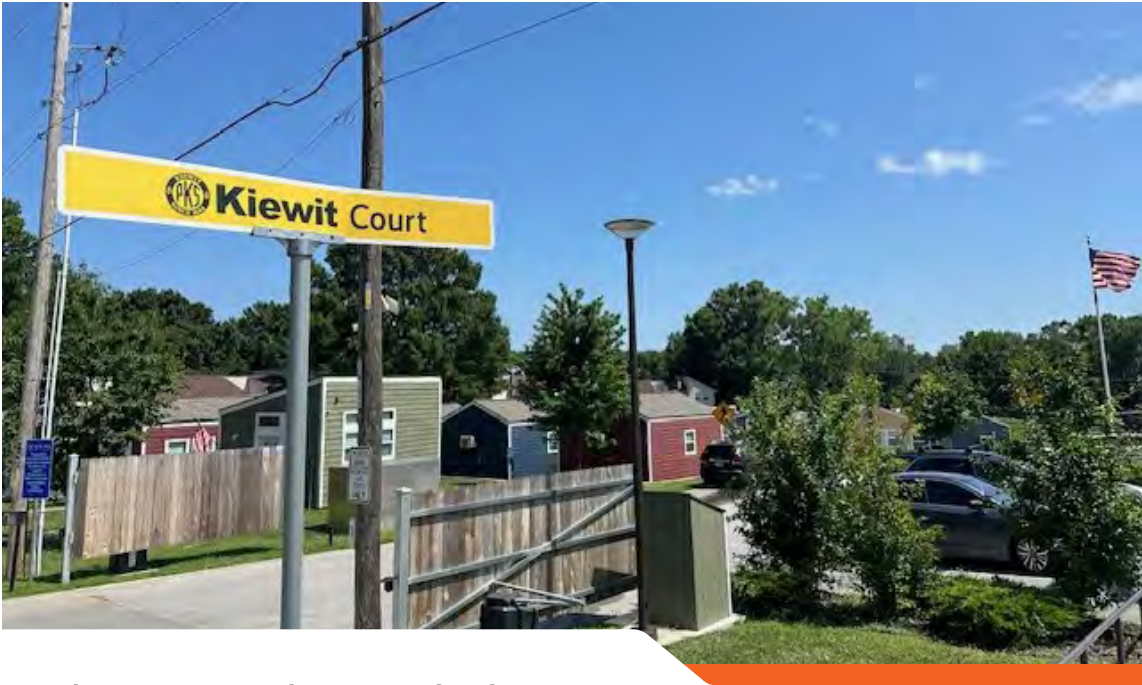
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Hands-on approach earns Kiewit a street sign to help guide veterans home

The Veterans Community Project (VCP) recently named a road winding through their property with homes for veterans, “Kiewit Court”. The bright yellow street sign stands out among the rows of almost 50 homes, a clear reminder of Kiewit’s support for VCP, which “provides high quality and well-developed strategic services that enable Veterans to meet the challenges of day-to-day living, resolve immediate crises, and move towards permanent stability.” These fully furnished houses give veterans a safe place to land to get back on their feet at their own pace.

“The dedication and passion demonstrated by the Kiewit team are exemplary and set a standard for how

companies can support local organizations,” said Kansas City VCP Executive Director Chris Admire. “The sign serves as a testament to Kiewit’s commitment to our mission.”

Kiewit’s partnership with the organization has grown beyond financial funds and volunteer support; it’s about building relationships and making a difference.

Employees have donated canned goods, built a walking labyrinth, attended baseball games with the veterans, marched in parades to raise awareness and engaged in countless other activities that bridge the gap between the community and the veterans they serve.

Helping students get back-to-school ready

Many Kiewit project and office teams coordinate back-to-school supply drives to support their local communities.

The Cumberland Combined Cycle Project team in Tennessee came together to stuff a bus with school supplies for local students. They filled 50 boxes with supplies and essentials for Stewart County and Houston County schools. Eight different groups within the project team played a hand in providing funds or supplies for the drive.



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Activating Kiewit's stewardship core value during Kiewit Volunteers Month

In September, employees participated in our second year of Kiewit Volunteers Month. The timing honors the legacy of Peter Kiewit, whose birthday was Sept. 12. Project and office teams were given the autonomy to select organizations that their employees are passionate about and align with our three primary philanthropy pillars — education, workforce development and community building. Our corporate Community Affairs team provided other resources and best practices to help teams make the most of their volunteer efforts.

Here are just a few examples of organizations our people gave back to in their communities during Kiewit Volunteers Month in 2024.

- Backpack Buddies (North Vancouver, British Columbia)
- Potomac Conservancy (Arlington, Virginia)
- Project Linus (Omaha, Nebraska)
- Nourish Phoenix (Phoenix, Arizona) (pictured above)
- Sowing Seeds for Life (Pomona, California)



Backpack Buddies



Project Linus

NOURISHPHX

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Kiewit employees share time with local students through TeamMates Mentoring

Kiewit is a long-time supporter of TeamMates Mentoring, which serves thousands of boys and girls across the Midwest through a school-based mentoring program. The TeamMates' mission is "to positively impact the world by inspiring students to reach their full potential through mentoring."

During the 2024-2025 school year, 165 Kiewit employees served as TeamMates mentors for students in 3rd-12th grade and collegiate students, making Kiewit the largest corporate supporter of TeamMates. Mentors and mentees are encouraged to meet once a week in school to build a long-lasting friendship. Match meetings can last 30 minutes to an hour and are scheduled through a school representative.



Each year, Kiewit hosts an event for employees who serve as mentors and their mentees. In years past, this has included Bring Your Mentee to Work Day. In 2025, mentors and mentees spent the day at Kiewit Luminarium, a science center located in Omaha, Nebraska.

TeamMates
Metrics

TeamMates provides the following metrics to highlight the impact of the program in recent years:

95%
OF MENTEES
SAY THEY TRUST
THEIR MENTOR

92%
OF TEAMMATES
MENTORS
REPORT LEAVING THEIR
MENTORING TIME
IN A BETTER MOOD
THAN WHEN THEY ARRIVED



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Kiewit hosts nearly 100 Girl Scouts for Build Like a Girl event in Colorado

In April, Kiewit hosted the Girl Scouts of Colorado for a “Build Like a Girl” hands-on activity day. The event gave nearly 100 Girl Scouts in 2nd-12th grades the opportunity to learn about the construction and engineering industry through hands-on, interactive activities.

Activities included learning how rigging pulleys work, experiencing what it’s like to operate a crane in a crane simulator, making a wooden crate by using miter saws, creating concrete flowers and many more.

Over 40 Kiewit employees volunteered to support the event.

Kiewit Building Group Mountain Operations Area Manager Chris Stolzer said, “We believe in inspiring the next generation of female leadership in our industry, and we are grateful for the volunteers from the Girl Scouts and Kiewit who helped make this event possible. Nothing excites us more than lighting a fuse for young women interested in pursuing a career in construction and engineering.”

The day’s activities brought smiles, learning and pride from all the participants as they walked out of the training center.

CEO of Girl Scouts of Colorado Leanna Clark commented, “This is exactly the kind of event we want to expose our Girl Scouts to. It opens their eyes to the possibilities that are out there.”

The Girl Scouts left the event with an exclusive Build Like a Girl patch and newfound inspiration from women within these roles.

**NEARLY
100 ATTENDEES
AND
40+ EMPLOYEE
VOLUNTEERS**



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Honoring and serving veterans

In honor of Veterans Day 2024, Kiewit made four \$2,500 donations to organizations supporting veterans in our communities.

- Folds of Honor Patriots of Denver in Colorado
- 50-Mile March Foundation in Omaha, Nebraska
- Henry's Home Horse & Human Sanctuary in Houston, Texas
- Veterans Community Project in Lenexa, Kansas



***Olympic Community Actions Program
[Olycap] Peninsula Home Fund***

In Washington, Kiewit contributed \$40,000 to Olycap's Peninsula Home Fund, which is a safety net for children, teens, families and the elderly in Jefferson and Clallam counties when they face emergency situations and can't find help elsewhere. The fund aids residents with emergency needs, including medicine, clothing, food, utilities, vocational and education fees, and deposits for safety, drug-free shelter and electricity.

Packages from Home

In Arizona, Kiewit contributed \$5,000 to Packages from Home, an organization focused on providing active duty U.S. military members as well as homeless, transitioning and at-risk veterans with requested food, hygiene and entertainment items to boost morale and quality of life.

Columbia Play Project

In Washington, Kiewit contributed \$40,000 to Columbia Play Project. The organization's mission is to create exploratory play spaces and shared play experiences for the young and young-at-heart and inspire them to discover their passions.

Meals on Wheels Montgomery County

In Houston, nearly 40 Kiewit employees volunteered more than 100 total hours with Meals on Wheels Montgomery County. In addition to delivering homemade meals to 56 clients, volunteers packed 2,640 cups of dog food for the aniMeal program, 136 hygiene kits and 80 breakfast bags. All the programs and supplies provided by Meals on Wheels Montgomery County help provide independence to their clients, allowing them to stay in their homes.

ICAN Women's Leadership Conference

160 in-person and virtual employees participated in the 2024 ICAN Women's Leadership Summit — Elevate the Collective Power of Women. Kiewit is a corporate sponsor of the event.

The conference attracted nearly 3,000 attendees from different industries and backgrounds, creating an environment for learning, networking and inspiration.

ICAN, the Institute for Career Advancement Needs, believes in the transformative power of shared experiences to drive positive change for women's advancement.

Kiewit Vice President of Environmental Jenn Bradtmueller, who serves on the ICAN board, presented the ICAN Leadership Award, in partnership with Kiewit, to President and CEO of Children's Nebraska Chanda Chacón.

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Moisson Laval Food Bank

Employees in Laval, Quebec, partnered with their local food bank to help deliver food boxes to more than 150 households in their community. The service is essential for individuals and households unable to pick up their food in person.



Student U

In Durham, North Carolina, Kiewit provided a grant to Student U, a nonprofit dedicated to helping every student in Durham succeed. Their mission is to “empower and equip first-generation college students in Durham Public Schools, their families and educators to become the leaders that will transform the city.”



KidSport Tri-Cities

During a teambuilding activity at a company meeting, 350 employees in our Western Canada region volunteered to build bikes for children. In total, 38 bikes were built.



Habitat for Humanity

Employees often share their time and talent with organizations that leverage their skills as builders. In 2024, employees in Georgia volunteered with Newnan Coweta Habitat for Humanity serving Coweta County, Georgia. In Toronto, 15 employees volunteered their time with Habitat for Humanity Greater Toronto Area to help build homes for local families in need of affordable housing. Kiewit also provided a \$15,000 donation to the organization.



Tornado Relief

In response to the April 26 tornados in Nebraska and Iowa, Kiewit activated the Kiewit Community Fund through the Omaha Community Foundation (OCF). OCF helped lead the community in guiding and channeling direct support to charities conducting the recovery and clean-up efforts.

The Kiewit Companies Foundation matched employee donations dollar for dollar. In total, more than \$44,000 was distributed evenly to three local nonprofits:

- Nebraska Humane Society: Offers shelter to animals who have no place to call home and provides vital services to them and to the people who love them
- Heartland Hope Mission: Provides food, clothing and hygiene items, as well as services that promote self-sufficiency to help break the cycle of poverty and empower individuals and families to improve their lives
- Pottawattamie Conservation Foundation: Supports conservation of natural resources through public education and provides funding for preservation of land for habitat and public enjoyment. The organization opened their camps to families displaced by the tornado outbreak.

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Building bridges to a better life in Rwanda

28 Kiewit employees traveled to Rwanda in 2024 to build three bridges with a longtime Kiewit partner, Bridges to Prosperity (B2P).

Bridges to Prosperity is a nonprofit organization based in Denver, Colorado, 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 isolated areas worldwide.

“I am thankful to work for a company that is willing to use its skills and resources to help communities in need. These bridges can seem like a very small project in comparison to some of the work Kiewit builds, but it is a project that immediately changes community member lives for the better,” said Assistant Project Engineer Kylie Alejos. “On inauguration day, the community stressed to us that they would always protect the bridge. That alone made it very clear to us what the project meant to them.”

By partnering with B2P, the three Kiewit teams were able to provide members of the respective communities in

Rwanda with reliable and safe bridge crossings, creating improved access to essential services and economic development opportunities.

This year’s trip to Rwanda was special because of Kiewit’s commitment to the three bridge builds, making it the most bridges built in 2024 by any single B2P corporate partner. Each bridge has its own unique story, but all have a combined impact on over 10,000 members of the local communities.

All the bridge materials and major team expenses were donated by both Kiewit and Bridges to Prosperity.

The resources and skills Kiewit employees shared with their community members will continue to impact generations to come. Design Area Manager Drew Litchfield commented that Kiewit’s expertise around safety, innovations and use of tools that the community members had never seen before will have a lasting impact. “Seeing their eyes light up when you give them something new, it’s pretty neat. Something as simple as a crowbar will now help them do their jobs better and safer.”

Each Kiewit team member had their own story and reason for volunteering on this trip. One thing that they all have in common is sharing how rewarding the project was.

Engineering Services During Construction (ESDC) Coordinator Tevin Dial shared: “Using our engineering and construction experience to give back is very rewarding. In these short two weeks, we could directly see (in the faces of the community) the impact this bridge already has on the community. Seeing this impact firsthand is extremely rewarding.”

Discipline Estimator Matthieu Deliant shared: “This was an opportunity that I didn’t want to miss. Working in Rwanda to build a bridge that will improve everyday life for these communities, while getting to learn and share our cultures and differences is a rewarding experience we all share.”

This project brings the total to 16 B2P bridges completed by Kiewit to date.



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Section	Subsection	Data Point	2024	2023	2022
Governance	Corporate Governance	Completion of Core Values Training %*	100%	100%	98.6%
		Completion of Anti-Bribery and Corruption Training %*	100%	100%	98.9%
		Completion of Antitrust Training %*	100%	100%	98.8%
		Completion of Vendor Participation Program Training %*	100%	100%	99.75%
	Supply Chain	Dollars spent with DBE firms — U.S.*	\$1,418,529,854	\$1,068,055,756	\$1,295,794,919
		Percent of overall U.S. spend that went to DBE firms*	17%	12%	20%
Environmental	Greenhouse Gases & Energy Consumption	Scope 1 emissions (Metric tons CO2e)	718,688	609,567	468,510
		Scope 2 emissions (Metric tons CO2e)	70,426	73,866	49,107
Social	Health & Safety	Lost Time Incident Rate	0.04	0.05	0.03
		Total Recordable Incident Rate	0.20	0.25	0.17
		# of Project Goose Eggs — Projects that worked 200,000 hours or more without a recordable	27	23	24
	Building Together	Gender Diversity (U.S. & Canada) — All employees % female	15%	14%	14%
		Gender Diversity (U.S. & Canada) — Staff employees % female	24%	23%	23%
		Gender Diversity (U.S. & Canada) — Craft employees % female	6%	6%	5%
		Racial & Ethnic Diversity (U.S.) — All employees % racially & ethnically diverse	44%	44%	41%
		Racial & Ethnic Diversity (U.S.) — Staff employees % racially & ethnically diverse	28%	27%	25%
		Racial & Ethnic Diversity (U.S.) — Craft employees % racially & ethnically diverse	60%	61%	57%
		Military service member/Veteran (U.S.) — All employees %	5.1%	4.8%	4.5%
		Thurgood Marshall College Fund — # of Immersion Program participants	30	30	20
		Thurgood Marshall College Fund — # of summer interns	20	19 (+1 full-time hire)	8
		Thurgood Marshall College Fund — # of HBCUs represented	10	10	10
		Future Women in Kiewit Summit — # of participants	104	105	95
		Future Women in Kiewit Summit — # of universities/colleges represented	69	61	41

Weeks Marine Inc. data included in all 2024 data points. *Excludes Weeks Marine Inc. in 2023 data point. Weeks Marine Inc. data is not included in any 2022 data points.

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Section	Subsection	Data Point	2024	2023	2022
Social	Building Together (continued)	Kiewit Legacy Scholarships — # of new scholarship recipients selected annually	16	12	10
		Kiewit Legacy Scholarships — # total scholarship recipients funded annually (new + renewed)	46	32	27
		Kiewit Legacy Scholarships — total \$ invested annually	\$340,000	\$300,000	\$220,000
		Kiewit Legacy Scholarships — # of recipients who have graduated through 2024	15		
		Kiewit Legacy Scholarships — total recipients — lifetime of program	60		
		Kiewit Legacy Scholarships — total \$ invested — lifetime of program	\$1,345,000		
		Kiewit Scholars — # of Participants by Academic Year (e.g. 2024 Data is for Academic Year 2024-2025)	126	116	96
		Kiewit Scholars — Male Scholars by Academic Year (e.g. 2024 Data is for Academic Year 2024-2025)	48%	52%	48%
		Kiewit Scholars — Female Scholars by Academic Year (e.g. 2024 Data is for Academic Year 2024-2025)	52%	48%	52%
		Kiewit Scholars — Interned/Interning by Academic Year (e.g. 2024 Data is for Academic Year 2024-2025)	62%	51%	50%
		Kiewit Scholars — Graduates by Academic Year (e.g. 2024 Data is for Academic Year 2024-2025)	42	28	21
	Talent & Workforce Development	Annual hours of on-the-job, district and corporate training completed by full-time staff employees*	1,371,555	1,327,881	1,375,704
		Average annual spend per full-time staff employee on training and development*	\$7,856	\$7,845	\$7,644
		NCCER — # of hours*	48,371	32,805	12,315
		NCCER — # of participants*	427	342	197
		% of qualifying employees received an annual performance and wage review	100%	100%	100%
		\$ invested in tuition reimbursement*	\$630,800	\$629,600	\$577,900
		# of people who used tuition reimbursement*	175	177	167
		# of interns*	906	1,154	980
		# of schools represented by interns*	245	272	220
	Community	Charitable Contributions — Kiewit Corporation + Kiewit Companies Foundation*	\$14.9 million	\$10.1 million	\$40.8 million

Weeks Marine Inc. data included in all 2024 data points. *Excludes Weeks Marine Inc. in 2023 data point. Weeks Marine Inc. data is not included in any 2022 data points.



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