



**Kiewit**

# SUSTAINABILITY

2025 REPORT



► **Message from Management**

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# Message from Management

I'm proud of what our people accomplish every day and the impact our work has on communities across North America. Just as important as what we build is how we build it — with a commitment to doing business the right way, grounded in our core values of people, integrity, excellence and stewardship.

As an employee-owned company, we take a long-term view. Our success is built on discipline, accountability and a focus on fundamentals. That mentality continues to earn trust and positions us to take on increasingly complex challenges while delivering reliability for our clients and communities.

Our approach to sustainability is embedded in how we operate.

Our people are the center of everything we do. We invest in developing our workforce, creating opportunities for growth and maintaining a culture where Nobody Gets Hurt is a mindset and commitment we make to each other. By building strong teams and supporting career progression, we ensure we have the capability to meet the demands of today's work while preparing for the opportunities ahead.

We are committed to being good stewards of the environment across our projects and operations. We continue to find meaningful opportunities to reduce the environmental impact of our equipment, construction methods and facilities without sacrificing safety, quality or productivity in our operations.

We also take pride in the role we play in the communities we serve. Through the projects we deliver and the partnerships we build, we contribute to the growth and resilience of the places where we live and work.

I'm grateful for the dedication and ownership mindset our employees bring every day. Their commitment to excellence and doing what's right continues to define Kiewit and will ensure our success for generations to come.



**RICK LANDHA**  
President and Chief Executive Officer

Message from Management

► 1. Overview

About Kiewit

Sustainability at Kiewit

Our Projects

2. Governance

Corporate Governance

Supply Chain

3. Environmental

Environmental Stewardship

Greenhouse Gases &  
Energy Consumption

4. Social

Health & Safety

Building Together

Talent & Workforce  
Development

Community Engagement

Appendix



# Overview

About Kiewit /

Sustainability at Kiewit /

Our Projects /

Message from Management

1. Overview

- ▶ About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# 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.



2025 REVENUE

**18.2**  
BILLION

2025 EMPLOYEES

**34,500**  
EMPLOYEES

ENGINEERING NEWS-RECORD RANKINGS

**#4**  
TOP 400  
CONTRACTORS

**#12**  
TOP 500  
DESIGN FIRMS

ON-SITE RANKING

**#10**  
TOP 40  
CONTRACTORS  
IN CANADA



Message from Management

1. Overview

- About Kiewit
- ▶ Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

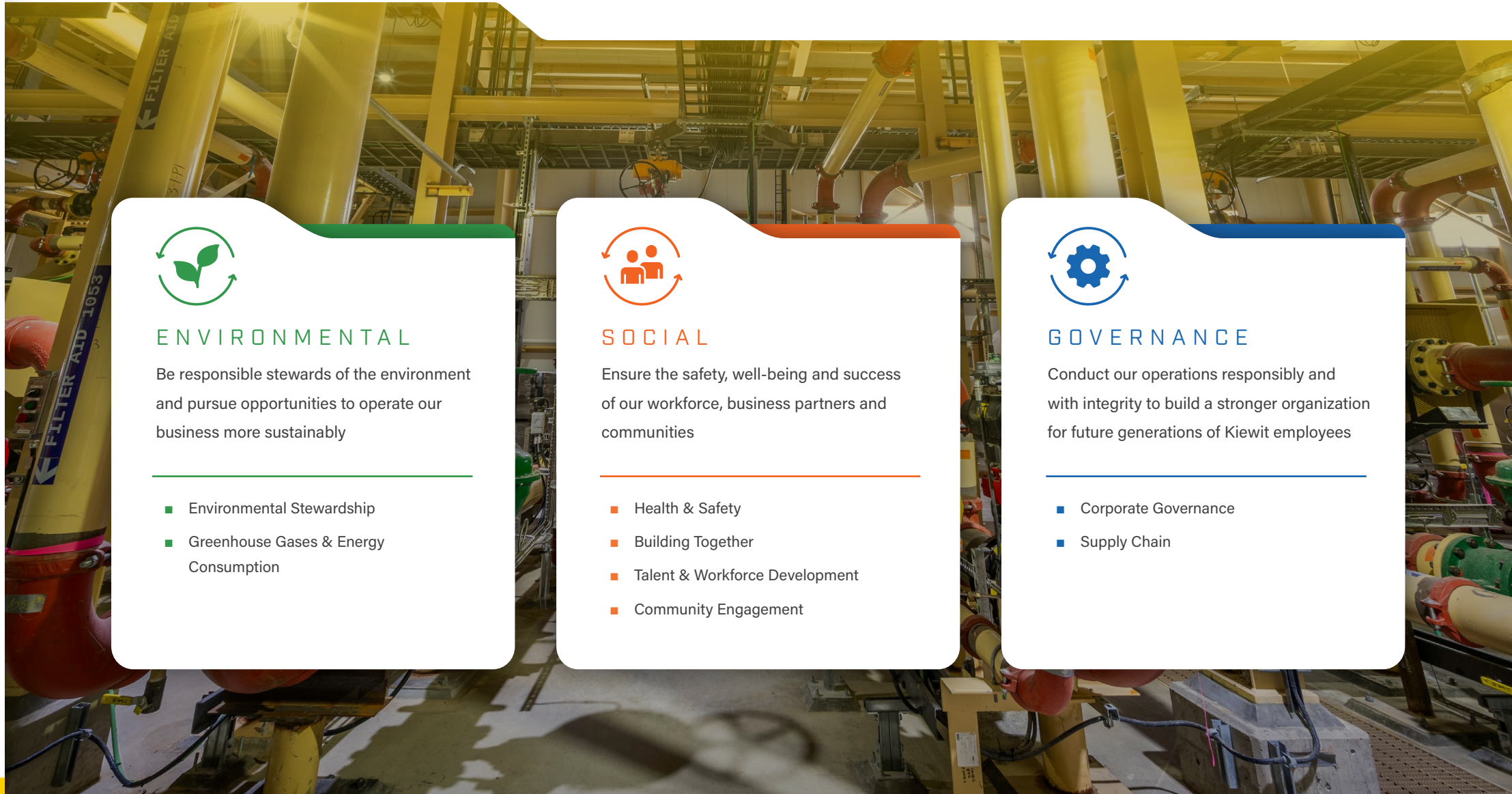
- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# 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
- Talent & Workforce Development
- Community Engagement



## GOVERNANCE

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

- Corporate Governance
- Supply Chain

Message from Management

**1. Overview**

- About Kiewit
- ▶ Sustainability at Kiewit
- Our Projects

**2. Governance**

- Corporate Governance
- Supply Chain

**3. Environmental**

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

**4. Social**

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**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.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# Our Projects

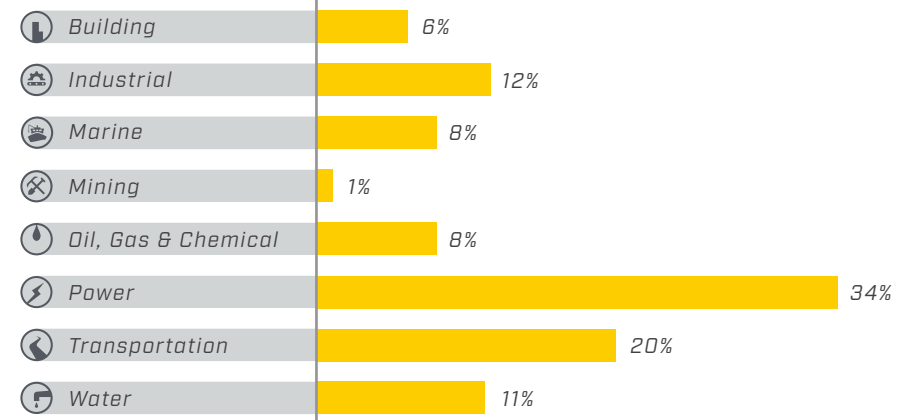
We're building for North America's future. We partner with our clients to deliver projects that improve livelihoods. Our goal is to transform our construction and engineering expertise into projects that have a positive impact on the quality of life in communities across North America — today and in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

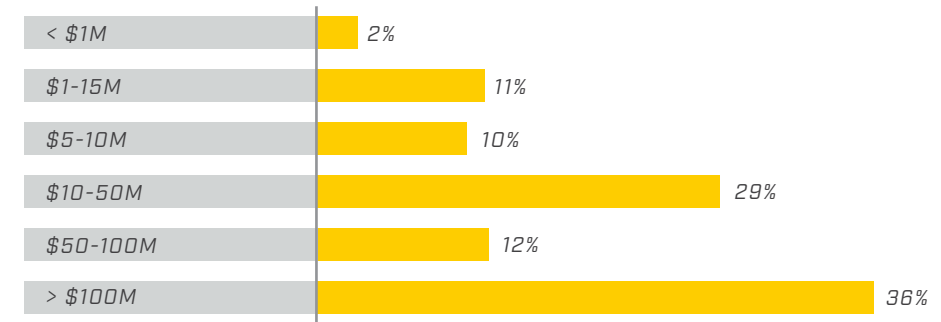
Highlighted on the following pages are some of the projects awarded to, underway or completed by Kiewit teams in 2025. These projects demonstrate how Kiewit, alongside our clients, is helping to improve livelihoods in the communities where we work and live.



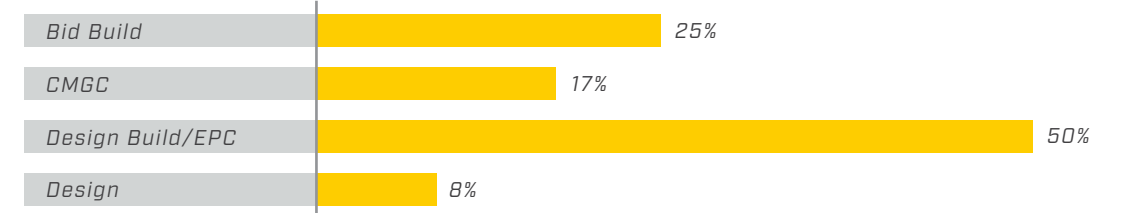
## Markets



## Contract Size



## Delivery Models



Message from Management

1. Overview

About Kiewit

Sustainability at Kiewit

▶ Our Projects

2. Governance

Corporate Governance

Supply Chain

3. Environmental

Environmental Stewardship

Greenhouse Gases &  
Energy Consumption

4. Social

Health & Safety

Building Together

Talent & Workforce  
Development

Community Engagement

Appendix



**315**  
**WATER PROJECTS**  
**COMPLETED OR IN PROGRESS**  
SINCE 2021, TOTALING MORE THAN  
**\$18.5 BILLION**  
**IN CONTRACT VALUE**



**138**  
**RAIL PROJECTS**  
**COMPLETED OR IN PROGRESS**  
SINCE 2021, TOTALING MORE THAN  
**\$20.8 BILLION**  
**IN CONTRACT VALUE**



**100+**  
**CARBON MANAGEMENT**  
**PROJECTS AWARDED**



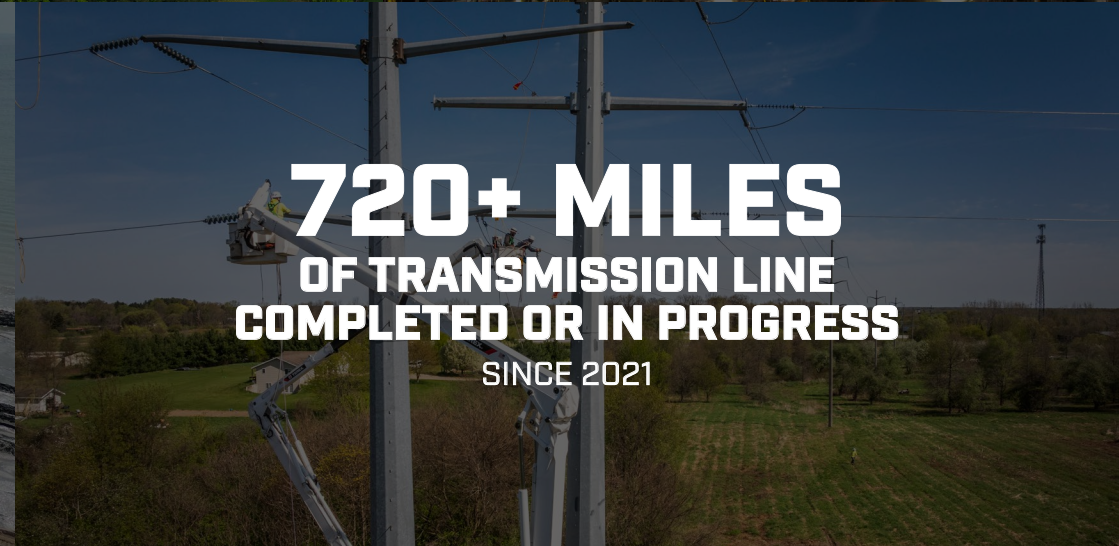
MORE THAN  
**8,700 MW**  
**OF SOLAR PROJECTS**  
**COMPLETED OR IN PROGRESS**  
SINCE 2021



**50**  
**HYDROGEN PROJECTS**  
**EXECUTED**



**140 MILES**  
**OF BEACH RENOURISHMENT**  
**PROJECTS AND**  
**11,200 ACRES**  
**OF MARSH HABITAT**  
**CREATED OR RESTORED SINCE 2021**



**720+ MILES**  
**OF TRANSMISSION LINE**  
**COMPLETED OR IN PROGRESS**  
SINCE 2021

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Lili'uokalani Community Center, Hawaii**

The Lili'uokalani Community Center in Honolulu reopened in 2025 following a comprehensive renovation delivered by Kiewit Building Group Inc. The eight-story, approximately 165,000-square-foot center is designed to support youth development through dedicated spaces that foster culture, creativity, technology and play.

The renovated facility includes performing arts and activity spaces such as a dance studio, production theater, music room and martial arts area. Additional features include a fully enclosed rooftop gymnasium along with three levels of parking.

Renovation work included full interior demolition, structural upgrades, replacement of the exterior enclosure with a curtain wall and synthetic stone rainscreen and a complete interior buildout.



**Chandeleur Islands Restoration Project, Louisiana**

Weeks Marine, Inc., a subsidiary of Kiewit Corporation, was selected to lead the Chandeleur Islands Restoration Project, the largest barrier island restoration effort ever undertaken in Louisiana. The project will restore approximately 13 miles of the Chandeleur Islands, protecting coastal ecosystems, rebuilding wildlife habitats and strengthening natural storm defenses for the Pontchartrain Basin.

Delivered under a construction management at-risk (CMAR) model, the project emphasizes early collaboration with the Louisiana Coastal Protection and Restoration Authority. Weeks Marine is providing input on design development, cost estimating, scheduling and construction feasibility to support efficient delivery. The project represents a significant investment in long-term coastal resilience and the sustainability of Louisiana's coastline.



**Homer City Generating Station, Pennsylvania**

Kiewit Power Constructors Co. is supporting the redevelopment of the former Homer City Generating Station in Pennsylvania into the Homer City Energy Campus, which is planned to house the largest natural-gas fired power plant in the United States.

The project involves repurposing a site that previously operated as the state's largest coal-fired power plant into a new energy campus spanning more than 3,200 acres.

The campus is planned to include up to 4.5 gigawatts (GW) of energy production capacity, powered by seven GE Vernova gas turbines. It is anticipated that the project will reduce CO2 emissions by 60-65% per megawatt hour compared to the former coal plant.

The Homer City Energy Campus is expected to begin producing power by 2028.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Turtle Creek Station and Cass County Station, Nebraska**

Kiewit Power Constructors Co. (KPC) crews are partnering with Omaha Public Power District (OPPD) to design, procure and construct three new natural gas generation units at OPPD's Cass County Station and one additional unit at the Turtle Creek Station. These efforts are critical to meeting growing power demands in the region while ensuring system reliability.

Each new unit, with a generation capacity of up to 225 megawatts, features rapid startup capabilities, making them essential for responding to fluctuating grid and load demands. The facilities will complement renewable energy sources and storage solutions, offering a cost-effective approach to maintaining reliability and regulatory compliance.

In addition to new construction, KPC will convert two natural gas units at the Cass County Station to dual-fuel operation, allowing them to run on both natural gas and fuel oil. This upgrade enhances operational flexibility, particularly during peak winter demands or periods of natural gas scarcity.

When completed, the new turbines will collectively generate approximately 900 megawatts, approximately the summer peak load of the city of Lincoln, Nebraska. The upgrades will support the region's energy needs and contribute to the long-term resilience and reliability of Nebraska's power grid.



**SR-81 and SR-107 Emergency Bridge Reconstruction, Tennessee**

After Hurricane Helene damaged two major bridges on SR-81 and SR-107 in 2024, communities in East Tennessee faced prolonged detours and disrupted connectivity. To accelerate recovery, the Tennessee Department of Transportation (TDOT) utilized its first-ever progressive design-build contract for a major river crossing, selecting Kiewit Infrastructure South Co. for the reconstruction.

Design activities began within two days of contract award. Less than eight months later, both bridges reopened to traffic — SR-107 on May 23 and SR-81 on May 24 — nearly a month ahead of schedule. According

to TDOT, the project represents the fastest delivery of a major river crossing in the department's history.

The accelerated schedule required coordinated planning and execution. On SR-81, crews placed approximately 46,000 tons of causeway aggregate and installed 287,000 pounds of rebar and 25 girders. On SR-107, the team incorporated approximately 1,500 cubic yards of bridge concrete, 525,000 pounds of rebar and 30 girders.

Community members and state officials marked the reopening with ribbon-cutting ceremonies in late May 2025.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

2. Governance

- Corporate Governance
- Supply Chain

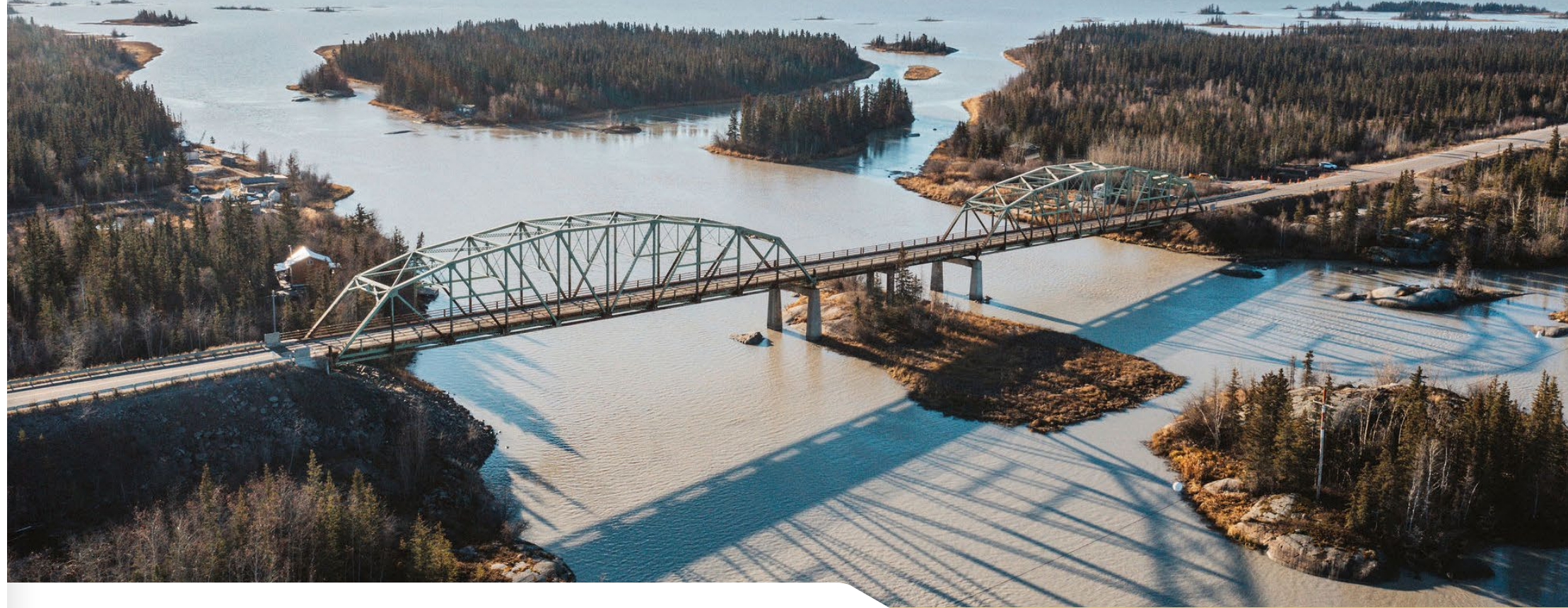
3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Dehk'è Frank Channel Bridge Replacement Project, Northwest Territories, Canada**

In Behchokò, Northwest Territories, Canada, leaders from the Tłı̨chǫ Nation, the Government of the Northwest Territories (GNWT), community members and the Tłı̨chǫ-Kiewit General Partnership gathered to mark the start of the Dehk'è Frank Channel Bridge Project. The gathering reflected years of collaboration between the partners and a shared commitment to delivering infrastructure that supports community priorities. Tłı̨chǫ Grand Chief Jackson Lafferty recognized the long-standing relationship between the Tłı̨chǫ Nation and Kiewit, noting its impact on previous projects, including the Tłı̨chǫ All-Season Road.

The Dehk'è Frank Channel Bridge Project is a significant infrastructure investment for the Northwest Territories.

Delivered through the Tłı̨chǫ-Kiewit General Partnership on behalf of the Government of the Northwest Territories, the project includes construction of a new 200-metre bridge with two vehicle lanes and a separated pedestrian and cyclist pathway. The bridge will enhance safety and reliability along Highway 3, serving as a vital link between Yellowknife, Behchokò and the Dehk'è Frank Channel community.

Construction is underway and crews are maintaining safe public access throughout the construction period. As with past projects, the focus remains on working together in a way that strengthens relationships and delivers long-term benefits for the communities this infrastructure serves.



Message from Management

**1. Overview**

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

**2. Governance**

- Corporate Governance
- Supply Chain

**3. Environmental**

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

**4. Social**

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Salton Sea Species Conservation Habitat (SCH) Project, California**

The Salton Sea Species Conservation Habitat (SCH) Project achieved a major restoration milestone in 2025 that helps improve air quality for local communities and creates a vital habitat for migratory birds.

Crews completed the water fill for the East Pond Expansion, transforming the exposed lakebed into a wetland, reducing dust and creating more than 2,000 acres of habitat for wildlife. By strategically placing excavated material, crews built embankments and created three large ponds of varying water levels, ranging from a few inches to 10 feet, to provide an ideal environment for diverse wildlife. A newly constructed diversion structure now diverts water from the New River to mixing basins, where it is mixed with water that's pumped from the Salton Sea, before entering the habitat's ponds.

Throughout construction, the project team implemented measures to protect local wildlife, including endangered species such as the desert pupfish and clapper rail. From specialized training to on-site biologists clearing work areas, every effort has been made to minimize impact and ensure a sustainable habitat.

SCH is the first of many projects under California's Salton Sea Management Program. Once fully complete, the program is expected to deliver more than 9,000 acres of operational aquatic habitat to improve environmental conditions at the Salton Sea.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

2. Governance

- Corporate Governance
- Supply Chain

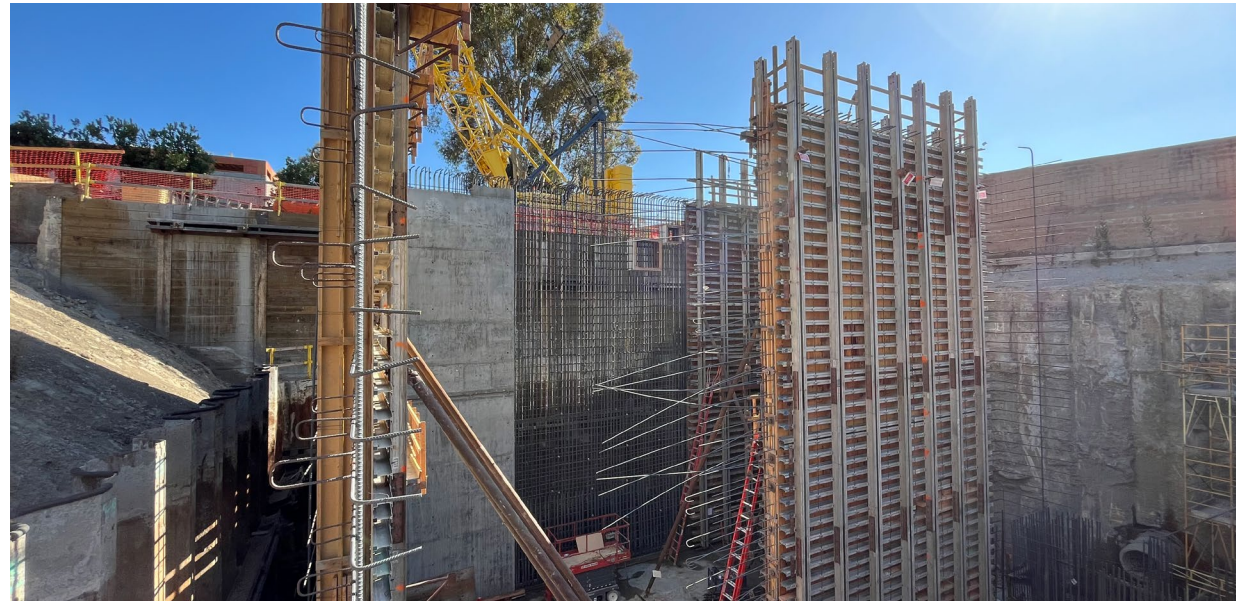
3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Ballona Creek and Sepulveda Channel Low-Flow Treatment Facilities, California**

The Ballona Creek and Sepulveda Channel Low-Flow Treatment Facilities project is designed to improve water quality in Los Angeles County by treating runoff before it reaches Santa Monica Bay. Delivered in partnership with the Los Angeles Bureau of Engineering and LA Sanitation and Environment, the dual-site project aims to reduce bacteria like E. coli to protect marine life, public health and the environment.

The dual-site infrastructure project includes two treatment facilities: one at Ballona Creek and one at Sepulveda Channel, about seven miles apart. Each is designed to capture runoff and stormwater, treat it using ozone disinfection technology and return the treated water back to the creek. The Ballona Creek facility diverts water to the Hyperion Reclamation Plant for additional treatment or reuse.

Scope of work includes demolition of existing underground structures with foundation walls extending approximately 30 feet below grade, construction of new pump stations and diversion structures, and overflow systems to manage heavy rainfall. The project also includes improvements to an existing maintenance building, ozone-disinfection equipment and full-system integration and testing before handover.

[Read more about the Ballona Creek and Sepulveda Channel Low-Flow Treatment Facilities in Kieways](#)

**Prospect Lake Clean Water Center, Florida**

The Prospect Lake Clean Water Center is a new water treatment facility designed to supply the majority of Fort Lauderdale's drinking water. Developed in partnership with Ridgewood Infrastructure, IDE Technologies and the City of Fort Lauderdale, the project will replace an existing 70-year-old facility. The new treatment plant is designed to produce 50 million gallons of water per day and is being built to withstand a Category 5 hurricane.

Kiewit is leading the design and construction of the facility. The first nine months of the project focused on design and engineering, followed by major site development activities. More than 170,000 cubic yards of backfill were placed to elevate the site to seven feet above the floodplain, strengthening the facility's resilience to severe weather events.



Message from Management

## 1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

## 2. Governance

- Corporate Governance
- Supply Chain

## 3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

## 4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



### Virginia Creeper Trail Reconstruction, Virginia

In December 2025, leaders from the U.S. Forest Service, the Commonwealth of Virginia and local communities gathered in Damascus, Virginia, to mark the groundbreaking for the restoration of the Virginia Creeper Trail. The trail, which stretches more than 34 miles between Abingdon, Damascus and Whitetop Station, is a well-traveled corridor for hiking, cycling and horseback riding and plays a significant role in Southwest Virginia's outdoor recreation economy.

Following damage caused by Hurricane Helene in 2024, the U.S. Forest Service awarded Kiewit Infrastructure South Co. the contract to lead full restoration efforts of the Virginia Creeper Trail. The reconstruction effort includes repairing 33 bridges and addressing 17 slope failures along the 18-mile stretch.

To safely and efficiently advance the project, work has been divided into eight segments based on access points. Up to 250 employees will be on site at peak construction.

Project completion is expected by fall 2026.

### I-40 Gorge Bridges, North Carolina

Deep in the Pigeon River Gorge — where the Great Smoky Mountains meet the Pisgah National Forest — Kiewit Infrastructure South Co. is replacing five bridges along a remote stretch of Interstate 40. The \$201 million North Carolina Department of Transportation (NCDOT) project will modernize structures originally built in the 1960s. With traffic volumes increasing by 43 percent over the past 15 years, the upgrades are designed to improve long-term reliability and safety along this critical transportation corridor.

Delivered using the construction manager/general contractor (CMGC) model — NCDOT's first use of this approach — the project team collaborated early with

designers to refine construction sequencing and methods. Work is limited primarily to winter months due to high seasonal tourism traffic. The project was divided into three strategic phases, building bridges by location. The first bridge was completed in 2022, two additional bridges were finished in May 2024 and the remaining two are on track for completion in October 2026.

[Read more about the I-40 Bridge Replacement in Kieways](#)



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Coastal 29 Fish Passage Project, Washington**

Kiewit Infrastructure West Co. is serving as progressive design-builder for the Coastal 29 Fish Passage Project in partnership with the Washington State Department of Transportation (WSDOT). The project replaces 29 outdated culverts along US 101 and SR 109 with fish-passable crossings to restore salmon and other fish habitat while enhancing infrastructure resilience in remote terrain.

The 29 crossings are grouped into five construction bundles based on geographic location and site conditions. Improvements include buried structures using precast box culverts and precast single-span bridges, with traffic maintained through temporary shoofly MOT bypasses or phased construction.

This effort is part of a broader collaboration between Kiewit and WSDOT to remove more than 75 fish barriers statewide through six alternative delivery method projects.

**Darlington New Nuclear Project, Canada**

Kiewit Nuclear Canada Corp. (KNC) is supporting the development of North America's first grid-scale small modular reactor (SMR) at Ontario Power Generation's Darlington New Nuclear Project (DNNP). The project represents the first of four planned SMRs at the Darlington site and is a significant step in advancing next-generation nuclear energy infrastructure in Canada. The project is being delivered in partnership with Ontario Power Generation, Aecon, GE Hitachi and AtkinsRéalis.

Aecon Kiewit Nuclear Partners is responsible for project management, construction planning and execution under an integrated project delivery (IPD) model. Commercial operation of the first unit is expected in 2030.



Message from Management

**1. Overview**

- About Kiewit
- Sustainability at Kiewit
- ▶ Our Projects

**2. Governance**

- Corporate Governance
- Supply Chain

**3. Environmental**

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

**4. Social**

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Elkhart County Solar Project, Indiana**

The Elkhart County Solar Project is a 100-megawatt facility that spans approximately 850 acres and includes nearly 245,000 solar modules on single-axis trackers. It is projected to generate enough energy to power the equivalent of up to 20,000 Indiana homes per year.

The project required coordination across teams and disciplines to deliver at scale, from planning through commissioning.



**Klamath River Renewal Project, Oregon and California**

Engineering News-Record (ENR) named the Klamath River Renewal Project a 2025 Project of the Year finalist and a Best Project in the Water/Environment category.

Under a progressive design-build approach, our team dismantled four hydroelectric dams across 40 miles of difficult terrain. This work reopened more than 400 miles of river, restoring critical access for salmon and improving river health across California and Oregon.

For decades, the dams slowed water flow, trapping sediment and raising river temperatures. These conditions made it difficult for fish populations to thrive.

The award is a recognition of strong collaboration between our project team, client, Tribal leadership across the Klamath Basin and the many partners who helped make this achievement possible.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

► 2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



# 2

# Governance

Corporate Governance /  
Supply Chain /

# Corporate Governance

## Message from Management

### 1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

### 2. Governance

- ▶ Corporate Governance
- Supply Chain

### 3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

### 4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

### Appendix

## 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 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

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



**CORE  
VALUES**

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



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- ▶ Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



## 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.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- ▶ Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

## 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
- Artificial Intelligence
- Environmental
- Human Rights
- Privacy
- Reporting Violations
- Safety
- Sustainability
- Technology Use

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.

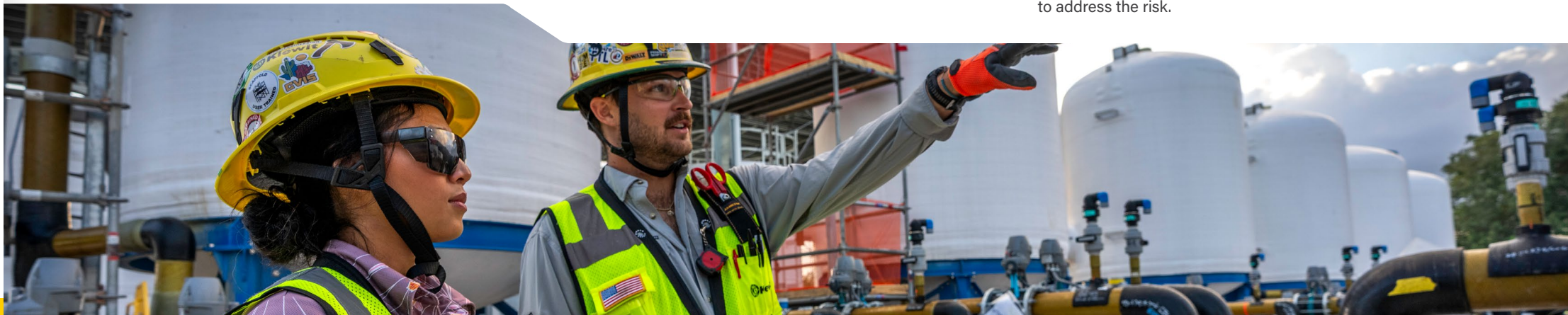
If we suspect or are aware of misconduct, or if we have a question about what is the right thing to do, we use any of the following resources:

- Contact management and/or the Legal department
- Report through the Compliance Reporting Tool; available online or by phone 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.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

## 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, and 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.

## 2025 Metrics

100%

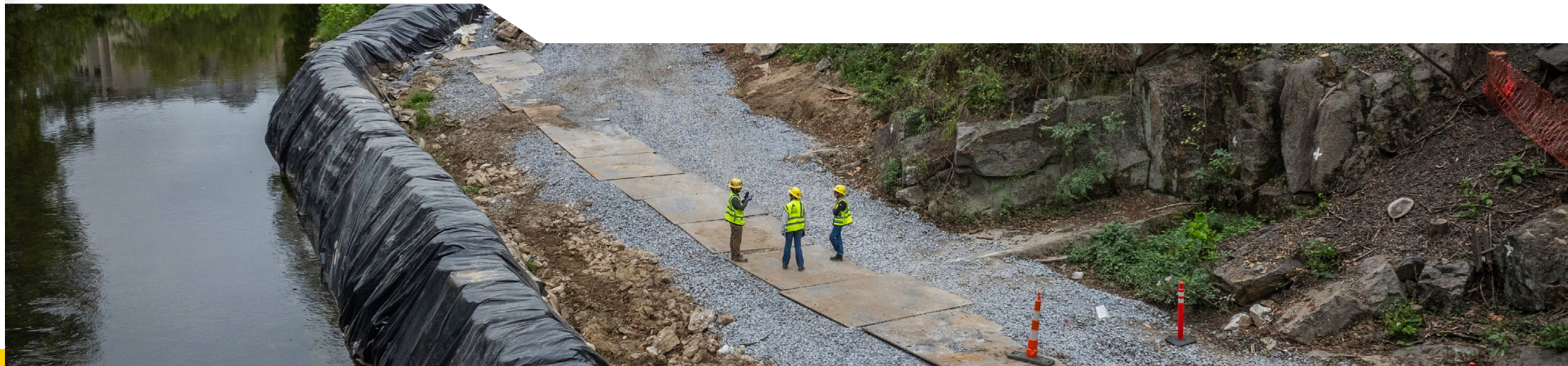
Completion of Anti-Bribery and Corruption Training

100%

Completion of Antitrust Training

100%

Completion of Core Values Training



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- ▶ Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

## 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 2025 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**

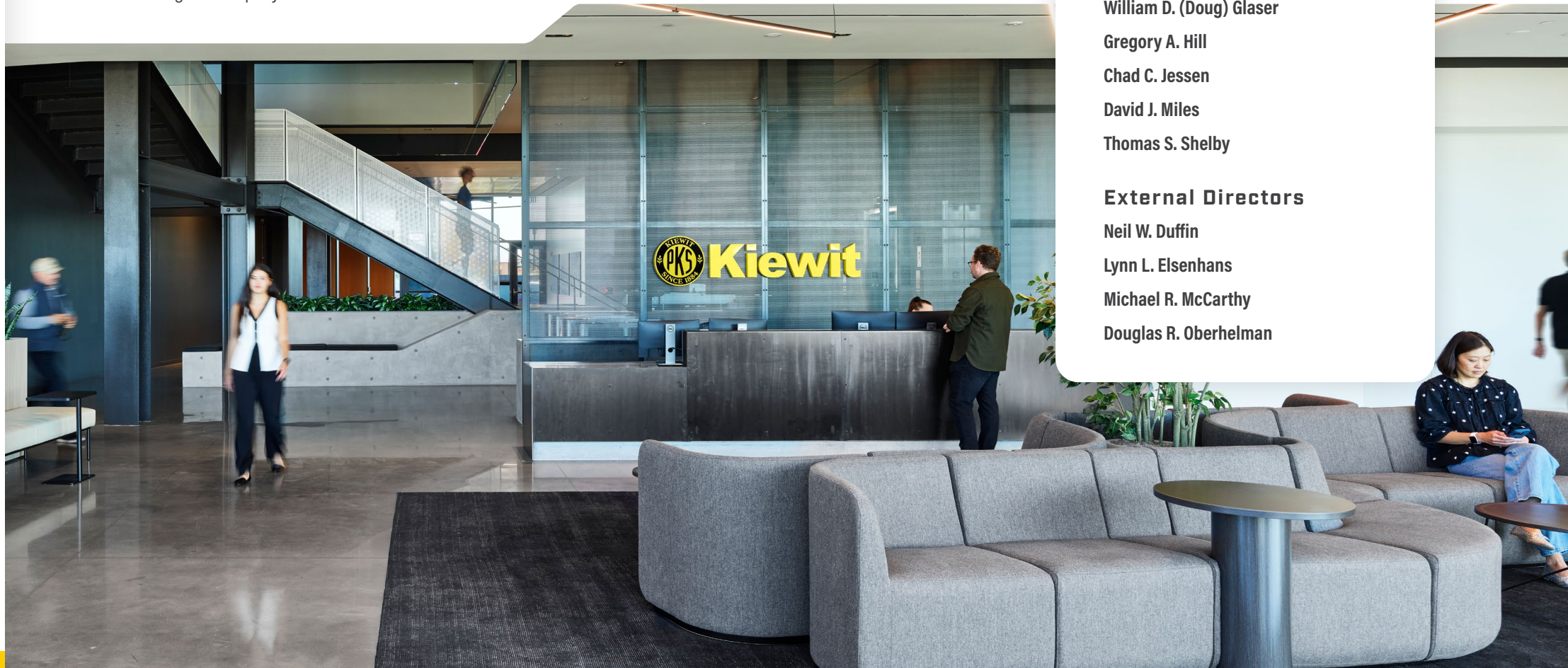
### External Directors

**Neil W. Duffin**

**Lynn L. Elsenhans**

**Michael R. McCarthy**

**Douglas R. Oberhelman**



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- ▶ Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# 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 500+ 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. In 2025, the completion rate for this training was 98%.

## 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

Kiewit believes in supporting the communities in which we work. It is Kiewit's intent to provide small 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 on site, prioritizing reuse of office space necessities like chairs, desks and cubicles, resulting in both economic and environmental benefit.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- ▶ Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



2025 Metrics

**\$1,371,091,000**

Spent with DBE Firms — U.S.

**15%**

Percentage of Overall Spend That Went to DBE Firms

**Vendor Outreach Events Support Power Project Delivery**

Outreach events help us strengthen relationships with subcontractors, suppliers and service providers in the areas where we work.

In 2025, two examples of these events took place in Mississippi and Kansas, where we are partnering with regional power providers on in-progress and upcoming projects to deliver new power plants. At each event, representatives from our team and our client's team shared information, including an overview of the projects, a walkthrough of the RFP process and schedule, clarification of supplier expectations and an opportunity to ask questions. Presenters represented both construction and procurement.

**Mississippi**

This event was hosted in February at a local convention center to support construction of a new natural gas-fired power plant being constructed for a regional power provider by Kiewit subsidiary, TIC – The Industrial Company. A total of 65 companies attended this event in person, representing subcontractors, suppliers and providers located within this client's service territory.

**Kansas**

This event was hosted in September at our Lenexa, Kansas, office to support power projects in various stages of development in Kansas and Missouri for a regional power provider, supported by our Kiewit Power Constructors Co. team. Nearly 70 unique companies from Kansas and Missouri attended.

Message from Management

1. Overview

About Kiewit  
Sustainability at Kiewit  
Our Projects

2. Governance

Corporate Governance  
Supply Chain

► **3. Environmental**

Environmental Stewardship  
Greenhouse Gases &  
Energy Consumption

4. Social

Health & Safety  
Building Together  
Talent & Workforce  
Development  
Community Engagement

Appendix



# 3

# Environmental

Environmental Stewardship /  
Greenhouse Gases & Energy Consumption /

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

**3. Environmental**

- Environmental Stewardship
  - Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# 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 project 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 at each new site. We are diligent in our efforts to build responsibly and monitor the impacts of our work. We track all environmental incidents, evaluate trends and use lessons learned to improve our training and ultimately our overall performance. We continue to improve our data collection processes to better understand our environmental performance and identify opportunities for continuous improvement. Further, under the company's environmental compliance program, we conduct annual environmental reviews of company projects and facilities.

Our corporate environmental leadership, environmental managers across North America and on-site project 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 and advice on sensitive environmental matters, such as 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 and reuse, 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 of 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



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
  - Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Protecting Wildlife in North Carolina**

In North Carolina, the I-40 Gorges Bridges project is located near a national forest that's home to bears, elk, deer and other species.

Due to the presence of an endangered bat species that roosted on one of the bridges, the work was carefully planned and sequenced. Demolition could only take place when the bats were migrating. Crews also installed new habitats for the bats to use upon their return from migration. To protect animals and motorists, the team installed wildlife fencing throughout the project area. Wildlife guards were added to entrance and exit ramps to prevent elk and deer from entering the road.



**Reusing Crushed Concrete on Texas' Southeast Connector Project**

South-Point Constructors, a joint venture of Kiewit Infrastructure South Co. and Austin Bridge & Road, is working for the Texas Department of Transportation to deliver the Southeast Connector. The project scope is to rebuild and widen approximately 16 miles of I-20, I-820 and US 287, which go through Fort Worth, Arlington, Forest Hill and Kennedale.

To make way for the new roadway, crews are removing pre-existing roadway in the project corridor. All the crushed concrete is being re-used on site as base material for new roadway. The team also recycles metal on the project.

In 2025, the quantities of recycled material on the project included:

- Crushed Concrete: 336,000 tons
- Metal Recycling: 3,500 tons

**Repurposing Shale from Tunneling Operations in Ontario**

McNally, a subsidiary of Kiewit Corporation, performs complex tunneling work across North America. In certain regions of Ontario, the geological conditions present an opportunity to beneficially reuse shale excavated during tunnel construction. Rather than treating this material solely as waste, project teams evaluate whether it can be redirected into productive end uses, supporting responsible material management practices.

In this region, a specific type of shale can be processed by local cement manufacturers as a supplementary raw material in the cement production process. When the excavated shale meets moisture and quality requirements, it is transported from the jobsite to a cement plant, where it is introduced into the kiln and clinker process and incorporated as an additive in cement manufacturing.

Established environmental and quality protocols help determine material suitability. A qualified environmental professional oversees classification and testing to confirm if reuse is appropriate. Each truckload leaving the site is tracked and directed either to a cement facility, a permitted clean fill site such as a rehabilitated quarry, or, if required by regulation, a licensed landfill. The ability to send material to beneficial reuse depends on factors including moisture content, chemical composition and receiving facility capacity.

On two recent McNally tunneling projects in this region of Ontario, 100% of excavated material from the tunnels was taken for reuse, totaling more than 86,000 cubic meters.

- Project A: 61,640 cubic meters
- Project B: 25,346 cubic meters

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

**3. Environmental**

- ▶ Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Buckskin Mine Recognized for Reclamation Excellence**

In 2025, the Wyoming Department of Environmental Quality (DEQ) recognized Buckskin Mine with its 2025 Excellence in Mining Reclamation Award. Buckskin Mine is operated by Buckskin Mining Company, a subsidiary of Kiewit Corporation, and is located in Gillette, Wyoming.

DEQ recognized the Buckskin Mine for its work on a 50-acre parcel reclaimed for big sagebrush shrubland habitat. In announcing the recognition, DEQ noted the following Buckskin accomplishments:

- Within four years, Wyoming big sagebrush stands throughout the reclaimed area exceeded shrub density standards set forth in the approved permit.
- After seven growing seasons, the shrub density was over 11 times higher than the minimum acceptable density. These densities will support many wildlife species for generations.

To date, Buckskin has successfully reclaimed 1,901 acres. Buckskin continues to reclaim lands to a highly productive post-mine land use.

Additional conservation and reclamation efforts are underway at Buckskin. The mine is part of a conservation organization that is designed to implement conservation measures to help eight

wildlife species of concern in the area. Some of the most common species in the area include black-tailed prairie dogs, burrowing owls, ferruginous hawks and sage grouse. Conservation measures in place at Buckskin include:

- Building nests for multiple hawk species
- Allowing prairie dog towns to expand to create additional habitat for burrowing owls
- Installing avian escape ramps out of livestock tanks
- Monitoring sage grouse numbers to track trends
- Directing cattle to use less sensitive areas
- Treating invasive plants in critical habitats

[Read more: DEQ Awards Annual Coal Reclamation Award to Buckskin Mine](#)



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

**3. Environmental**

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Capturing and Reusing Water for Dust Suppression and Wheel Washing**

In California, the Kiewit Shea Traylor Joint Venture (KSTJV) team working on the VTA BART Silicon Valley Phase II Extension project has implemented several sustainability practices, with one key highlight being its water-reuse process.

The project is required to remove groundwater and stormwater to safely excavate the tunnel boring machine launch structure. The water is reused for dust suppression and wheel washing operations. In 2025, the site reused 5.5 million gallons of water. This significantly reduced overall water consumption and prevented the need to withdraw additional water from local sources, supporting responsible resource management and long-term environmental stewardship.

**Innovative Construction Solutions Produce Environmental Wins on Remote Project**

On the Cheekeye Debris Flow Barrier, the Kiewit Construction Services ULC construction team developed an innovative construction technique that produced a big environmental win.

The barrier stands 27 metres tall and includes a controlled slot designed to function only during large debris flow events. On either side of the slot, large abutments made from 53,500 cubic metres of roller-compacted concrete (RCC) support the structure. RCC is a dry concrete mix that is batched, placed in lifts and compacted with heavy equipment.

The team crushed RCC aggregate on site and batched both traditional concrete and RCC using an on-site plant. This setup eliminated the need to haul concrete up mountain roads. It also reduced deliveries along a heavily used mountain biking corridor, minimized

disruptions to the surrounding community and reduced the project's overall environmental footprint by reducing the amount of fuel and emissions associated with haul trips.

Another innovation related to the RCC included using a skid-steer brush attachment to green-cut RCC lifts, replacing the traditional water-based method. The change eliminated runoff concerns and further protected the river running through the site.

[Read more about the Cheekeye Debris Flow Barrier Project in Kieways](#)



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

**3. Environmental**

- ▶ Environmental Stewardship
  - Greenhouse Gases & Energy Consumption

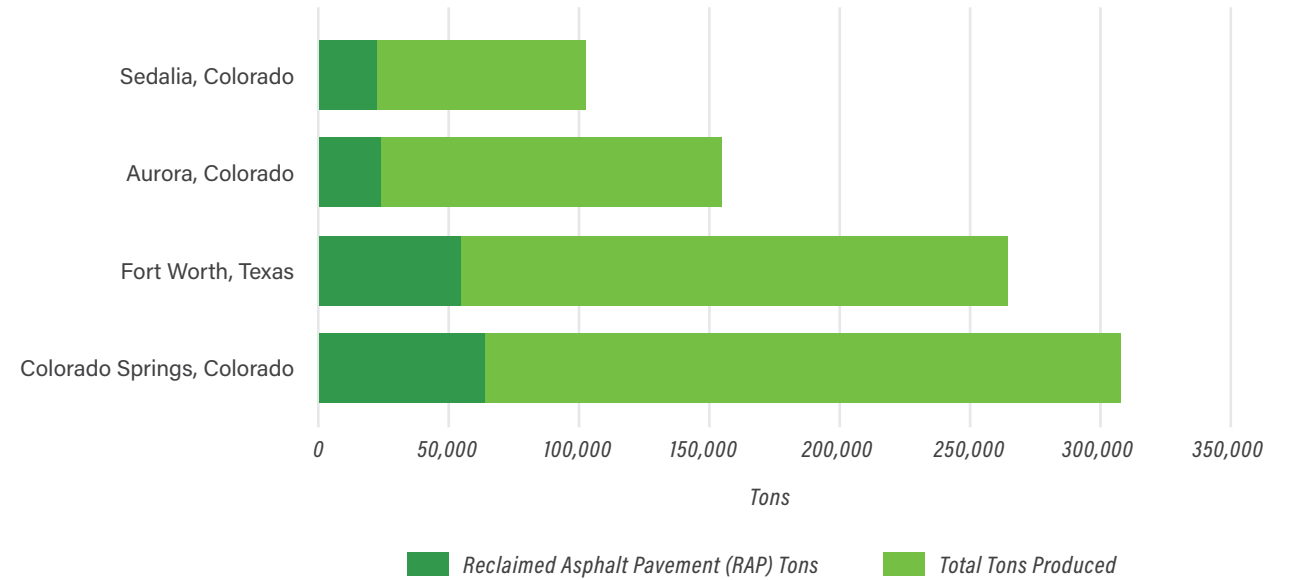
4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**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. The percentage of RAP allowed in a mix is dictated by client specifications. Using RAP has economic and environmental benefits, by reducing the amount of virgin materials and aggregate needed in the mix.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

# Greenhouse Gases & Energy Consumption

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

## 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 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.

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.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- ▶ Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

## 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.

We track our scope 3 emissions for internal use. These emissions are very complex in nature and more difficult for us to measure 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 2025, our Scope 3 emissions inventory included:

- Category 1: Purchased Goods and Services
- Category 2: Capital Goods
- Category 3: Fuel- and Energy-Related Activities
- Category 4: Upstream Transportation and Distribution
- Category 5: Waste Generated in Operations
- Category 6: Business Travel
- Category 7: Employee Commuting
- Category 8: Upstream Leased Assets
- Category 9: Downstream Transportation and Distribution
- Category 11: Use of Sold Products
- Category 13: Downstream Leased Assets



## 2025 Metrics

703,509

**Scope 2**  
**[location-based]**  
71,084

**Scope 1**  
632,425

**Greenhouse Gas Emissions**  
Metric tons CO<sub>2</sub>e

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- ▶ Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**The Future of Marine Construction**

After an extensive modernization project, the D.B. Bob Wilson now runs on hybrid power that delivers cleaner, more efficient performance across the Pacific Northwest. The floating crane is now powered by a combination of Tier 4 Final generators, a 672-kilowatt-hour battery and an advanced energy management system. Its hybrid design aims to reduce fuel use, cut emissions and improve operating efficiency while maintaining the lifting capacity and precision Kiewit crews rely on.

The D.B. Bob Wilson, formerly known as the D.B. Pacific, is one of 24 in our marine fleet. Many were built in the 1950s and 1960s, and after decades of service, updating the old friction-driven winches, mechanical systems and DC electrical equipment became a priority to improve safety and productivity.

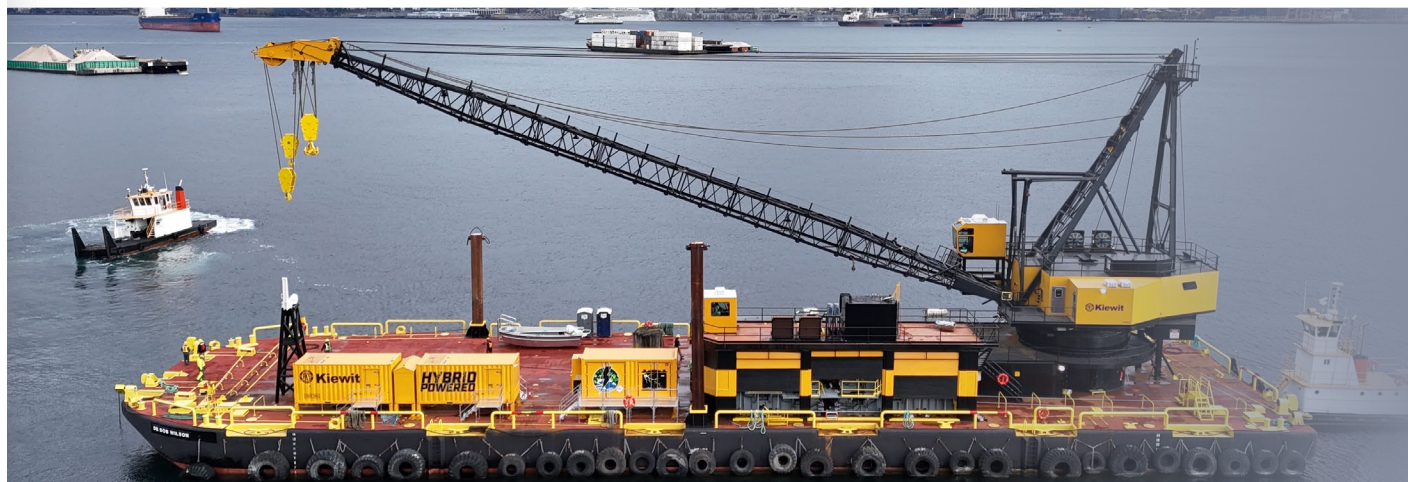
Updating the controls required taking the whole barge apart to rebuild it. As Kiewit Equipment Services (KES) leaders planned to replace all the controls aboard, they identified an opportunity to change how the barge was powered in the process.

Before the upgrade, the derrick barge ran on five diesel engines. KES collected load data from another vessel to understand power requirements for new hydraulic equipment. After evaluating several options, the team partnered with Caterpillar to design and deliver the hybrid solution.

The D.B. Bob Wilson runs on a smart energy system that automatically shifts between battery, generator and shore power. During standby or low-demand periods, the barge runs silently and emission-free on battery power. When needed, the Tier 4 Final generators kick in or the barge connects to shore power for 100% zero-emission operation.

KES will continue to modernize vessels in our marine fleet, with the second hybrid-powered derrick barge anticipated to reenter the fleet in the near future.

[Learn more about the D.B. Bob Wilson](#)



D.B. Bob  
Wilson Metrics

18

Personnel can be On Board During Operation

84%

Reduction in Generator Idle Time

672

Kilowatt-hours of Battery Storage

2

CAT® XQ570 Tier 4 Final Generators

4

Heavy-duty, High-capacity Heavy Hoist Lines for Precise Load Control and Multi-tasking

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Kiewit's Hybrid and Electric 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 hybrid and battery-electric equipment. We continue to partner closely with equipment manufacturers to better understand, test and responsibly adopt this technology.



*We partner with equipment providers to field test new technologies, like this Peterbilt 579EV piloted on a transportation project.*

Hybrid and Electric Fleet Metrics

**31**

ESS Units

**8.98MWh**

ESS Total Capacity

**92**

Plug-in (electric) Light Towers

**18**

Plug-in Hybrid Cars/SUVs

**115**

Hybrid Cars/SUVs

**59**

Electric SUVs

**108**

Electric Pickup Trucks

**52**

Hybrid Pickup Trucks

**1**

Battery-electric Lattice Boom Crawler Crane



**Office Infrastructure**

Rooftop solar at our Lenexa, Kansas, campus generated 399,000 kWh of electricity in 2025, contributing to the reduction of overall electricity consumption at the campus.

We've installed electric vehicle charging stations at many of our office hubs.

Message from Management

1. Overview

About Kiewit

Sustainability at Kiewit

Our Projects

2. Governance

Corporate Governance

Supply Chain

**3. Environmental**

Environmental Stewardship

► Greenhouse Gases & Energy Consumption

4. Social

Health & Safety

Building Together

Talent & Workforce Development

Community Engagement

Appendix

**Expanding Integrated Hybrid Power Solutions**

To improve operating efficiencies in recent years, Kiewit Equipment Services (KES) has optimized temporary power by pairing traditional diesel generators with battery energy storage systems (ESS). That approach allowed project teams to better align power supply with jobsite demand, helping reduce generator runtime and associated fuel consumption and emissions.

In 2025, KES expanded on that work by deploying integrated hybrid generators. Unlike the previous approach — which involved operating a separate generator and battery storage unit — hybrid systems combine both components into a single unit. This integrated configuration simplifies setup and operation while maintaining the benefits of battery-supported power.

The hybrid units incorporate battery technology designed for frequent charge and discharge cycles. This supports applications where power demand fluctuates throughout the day, such as temporary office facilities and other intermittent-load uses. By automatically managing the interaction between stored battery power and generator output, the system is designed to reduce unnecessary idling and improve overall equipment utilization. The integrated design also provides greater flexibility in situations where load requirements vary, helping reduce the risk of performance issues associated with improper equipment sizing.

Throughout 2025, KES deployed hybrid generators on projects in both the United States and Canada to evaluate performance across varied operating conditions. The team continues to assess additional applications to determine where hybrid systems can be effectively integrated into the fleet.



**Leveraging Connected Equipment Data to Improve Fleet Performance**

We continue to expand the use of connected equipment data to improve fleet reliability and support more proactive maintenance practices. Since early 2020, we have integrated Caterpillar's Fleet Monitoring Center (FMC) across more than 2,000 pieces of Caterpillar equipment in our fleet operating across North America.

Through this system, equipment data is continuously reviewed by Caterpillar's condition monitoring team, with notifications generated when fault codes or performance issues are identified. These alerts are sent directly to project teams and logged in internal systems, where they are evaluated and converted into planned maintenance work orders. Kiewit teams also monitor

performance through internal reporting tools to track response times and resolution of identified issues.

This approach supports earlier identification of maintenance needs, allowing teams to address smaller issues before they develop into more complex repairs. As a result, projects benefit from improved equipment availability, more consistent maintenance scheduling and reduced unplanned downtime. It also contributes to lower fuel consumption and reduced use of lubricants, materials and replacement components. The structured feedback loop between Kiewit and Caterpillar helps refine diagnostics and maintenance practices over time.

Message from Management

1. Overview

About Kiewit  
Sustainability at Kiewit  
Our Projects

2. Governance

Corporate Governance  
Supply Chain

3. Environmental

Environmental Stewardship  
Greenhouse Gases &  
Energy Consumption

▶ **4. Social**

Health & Safety  
Building Together  
Talent & Workforce  
Development  
Community Engagement

Appendix

# 4

# Social

Health & Safety /  
Building Together /  
Talent & Workforce Development /  
Community Engagement /



# Health & Safety

## Message from Management

### 1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

### 2. Governance

- Corporate Governance
- Supply Chain

### 3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

### 4. Social

- ▶ Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

### Appendix

**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.

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 well-being.
- 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.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
  - Building Together
  - Talent & Workforce Development
  - Community Engagement

Appendix



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.

2025 Metrics

0.03

Lost Time Incident Rate

0.21

Total Recordable Incident Rate

26

Project Goose Eggs

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

*We are incredibly sad to report that a Kiewit employee lost his life in 2025 due to a workplace incident. We extend our sincere sympathies to his family, friends and colleagues.*

*This tragedy was a sobering reminder of our shared responsibility to ensure every one of our worksites is as safe as it can possibly be — no exceptions, ever. Following the incident, all Kiewit projects were directed to hold a safety stand-down to conduct a moment of silence and reaffirm our commitment to ensuring Nobody Gets Hurt.*

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
  - Building Together
  - Talent & Workforce Development
  - Community Engagement

Appendix



### Identifying, Testing and Deploying Innovation to Improve Safety Outcomes

Our Innovation department works in close partnership with field teams to identify, evaluate and advance practical solutions that improve how we operate our business. Through a structured process for testing and implementation, the team helps translate ideas from the jobsite into scalable improvements across the organization.

Safety is one area of emphasis for innovation, and it is not limited to advanced technologies like artificial intelligence, virtual reality or robotics. Some of the most impactful innovations are behavioral and cultural. At its core, safety innovation is about continuously improving how to protect people, whether through technology, process or leadership.

#### Identifying Potential Innovations

Many safety innovation ideas originate in the field. Team members at every level, from senior leadership to crews in the field, will identify gaps where an innovation could meaningfully improve safety. When opportunities are raised, innovation leaders and field leaders work together to define the specific shortfall in the current process or product to ensure we are solving the right problem in a targeted way.

Kiewit leaders also stay connected to industry professionals, emerging technologies and broader market trends, continuously monitoring advancements and evaluating when the timing and application are right. In some cases, the right solution does not yet exist. In those instances, we partner directly with trusted vendors to help develop or refine products that meet our needs.

A cross-company Innovation Steward network group serves as an incubator for ideas, bringing together diverse perspectives to test assumptions, share lessons learned and accelerate solutions.

#### Selecting Participants

Testing is conducted at the project or operating group level, depending on the scope and complexity of the innovation.

Individuals with varying levels of experience and functional expertise are involved to ensure the evaluation reflects real-world conditions. Participants may include safety professionals, discipline leads and people in the field, depending on the application. This approach ensures that feedback is practical, credible and representative of how the solution would perform.

#### Structuring Testing

The Innovation department's defined accelerator process is used to structure testing. This provides a disciplined framework for defining objectives, establishing measurable success criteria, and capturing both quantitative and qualitative data.

In other cases, a project may independently pilot a technology and share its experience afterward. When that occurs, documentation is formalized so the insights, both successes and challenges, can be shared across the organization. This ensures learning is institutional, not isolated.

*'Identifying, Testing and Deploying Innovation to Improve Safety Outcomes' continued on next page*



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
  - Building Together
  - Talent & Workforce Development
  - Community Engagement

Appendix



**Assessing results**

When formal data collection is involved, innovation leaders participate directly in field evaluations to ensure consistency in testing and documentation. In other instances, strong innovation champions in the field lead data collection efforts and provide both quantitative metrics and qualitative feedback.

Results are reviewed with all relevant stakeholders. This typically includes those directly involved in testing, along with project leadership, area management and executive leadership when appropriate.

Following evaluation, an innovation report communicates findings across the company. Importantly, results are assessed within context. For example, a solution may not be effective for a roadway project, but could be highly valuable in a power or vertical construction environment. The focus is on applicability of the solution, not general adoption or rejection of it.

**Implementing solutions**

Implementation decisions are driven by the risk, operational environment and scalability.

Some innovations solve a specific challenge within a particular market or project type. For example, AI-enabled monitoring systems may be highly effective on stationary sites but less practical in constantly moving roadway projects.

When evaluating a company-wide solution, repeatability, measurable impact on safety, integration into existing workflows and long-term sustainability are considered. If an innovation demonstrates consistent value across multiple environments and can be put into use without creating unnecessary complexity, we evaluate scaling it. If its benefit is situational positioned, it is positioned as a targeted solution rather than a company-wide requirement.

**Examples of Safety Innovations in 2025**

Some examples of safety-related innovations that were tested and implemented in 2025 included:

- A trench box system that is lighter than traditional systems, requires fewer workers to assemble and reduces exposure to pinch-point hazards during installation.
- A robotic scaffold hoist system that enables material installation and lifting in congested areas while reducing ergonomic strain, dropped-object risk and exposure to fall hazards when working at height.
- An internally developed portable human equipment interface (HEI) kit that features easy mounting and calibration, a simple interface for operators and AI-enabled camera technology to enhance jobsite awareness.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Artificial intelligence (AI) Takes Safety Monitoring to the Next Level**

AI-powered cameras are advancing site safety with real-time analysis — no rewinding required.

Kiewit Offshore Services Ltd. (KOS), a subsidiary of Kiewit Corporation, recently completed a pilot of an artificial intelligence system called T-Pulse that is reshaping how safety risks are identified and addressed. Developed by Detect Technologies, the AI tool was integrated into 18 cameras across three work areas at the KOS fabrication yard in Ingleside, Texas.

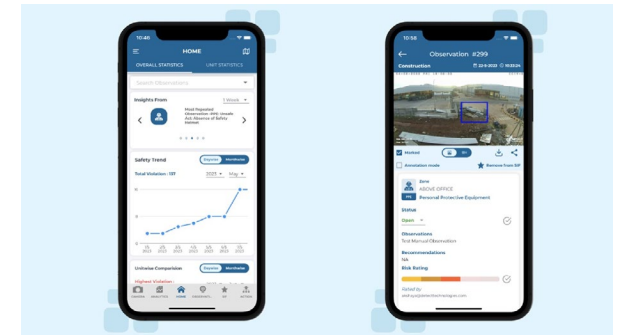
The system scanned live video feeds for multiple key hazard categories including proper use of personal protective equipment (PPE), safe lifting and hoisting practices, job safety and standard operating procedure (SOP) compliance, confined space hazards, work at heights, vehicle safety, dropped objects and housekeeping. When a hazard was identified, alerts were sent to key job leadership in real time, along with

recommendations for corrective actions. Daily and weekly reports followed to monitor for trends and recurring issues.

The pilot delivered a 91.7% accuracy rate, with only 64 verified false positives. Site-specific customization enhanced precision — reducing false positives by 99%.

“Out of the box, this tool is looking for the use of industry safeguards in safety,” said Tim Storheim, district safety manager. “We were able to work with Detect to program it to incorporate our own safeguards — which sometimes exceed industry requirements — or tailor it to identify scope-specific safety measures unique to certain sites.”

Insights gathered during the pilot drove targeted improvements and meaningful field conversations. By recognizing patterns across different locations, the technology gave leaders opportunities to reinforce expectations, refine procedures and proactively reduce risk.



With strong early results and no disruption to operations, KOS is preparing to deploy six more AI-enabled cameras — each one adding another layer of intelligence to an already robust safety program.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
- Building Together
- Talent & Workforce Development
- Community Engagement

Appendix



**Construction Safety Week 2025**

Construction Safety Week is an industrywide initiative focused on ensuring that everyone goes home safe — every day, on every project. In 2025, Kiewit teams across North America reinforced a shared commitment: every person on every job has the responsibility to protect themselves and those around them. From identifying risks to implementing and verifying safeguards, each team member plays a direct role in ensuring work is executed safely and as planned.

Our 2025 theme, “Safeguard Heroes: Plan. Own. Commit.” emphasized personal accountability and ownership. Being a Safeguard Hero means thoroughly planning work, taking responsibility for assigned tasks and committing to the flawless execution of safeguards. The week served as a reminder that safety leadership exists at every level of the organization — from craft professionals and front-line supervisors to engineers and management teams.

Throughout the week, employees participated in daily field-focused discussions developed by corporate Safety, reinforcing expectations around safeguard quality and execution. These conversations supported Kiewit’s ongoing commitment to eliminating serious injuries and fatalities through proactive planning, verification and engagement.

All teams followed this agenda for discussions throughout the week.

- **Monday - Kickoff:** Leadership introduced the Safeguard Heroes theme and set expectations for the week.
- **Tuesday - LSA Assessment Quality:** Teams aligned on standards for detailed and thorough Life-Saving Actions (LSA) assessments.

- **Wednesday - National Fall Protection Stand-Down:** Projects participated in the OSHA-led event, reviewing the updated Fall Protection Permit, supporting documents and training video.
- **Thursday - District/Project-Led Training:** Teams conducted hands-on training sessions and safety rodeos tailored to project-specific risks.
- **Friday - Team Appreciation:** A companywide thank-you to teams for their commitment to safeguard execution, with employees encouraged to wear green in support of Mental Health Awareness Month.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
  - Building Together
  - Talent & Workforce Development
  - Community Engagement

Appendix

**Recognizing Front-Line Safety Leaders to Strengthen Culture**

Strengthening safety performance relies on consistent program implementation combined with local ownership in the field. Across the organization, our district and project teams continue to adapt corporate safety programs to align with their operations, reinforcing expectations in ways that resonate with front-line supervisors and crews.

One example is our Kiewit Bridge & Marine team's Safety Leader Recognition program, which identifies high-performing front-line supervisors who demonstrate strong safety leadership and accountability. By recognizing these individuals and their impact in the field, the team reinforces the behaviors that drive strong safety performance and ensure that leadership expectations are clearly modeled across their projects.

Safety Leaders play a critical role in advancing safety programs by translating field experience into practical improvements. Each year, selected leaders participate in a dedicated Safety Leader Summit where they collaborate to develop new tools, initiatives and strategies designed to strengthen our safety systems. These deliverables are implemented across their operations, allowing proven field leadership to directly influence how they train, plan and execute work safely.

The Safety Leader Recognition program also creates a visible pathway for others across the district to aspire to the same level of leadership and commitment. By highlighting

the actions, behaviors and standards demonstrated by recognized Safety Leaders, they reinforce what excellence in safety leadership looks like in the field. This recognition not only celebrates top performers, but also motivates front-line supervisors and crews to elevate their own performance, knowing their efforts to protect their teams and strengthen their safety culture can be recognized and replicated across the organization.

Over the past several years, Safety Leaders have helped shape many of the initiatives that guide our safety programs today. Their contributions have resulted in practical tools and resources.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
  - Building Together
  - Talent & Workforce Development
  - Community Engagement

Appendix

**Kiewit Recognized as National Model for Mental Health**

We earned national recognition for our company-wide effort to provide mental health support. The [Business Roundtable and the SHRM Foundation](#) published a case study focused on the company titled “A Force for Good: How Kiewit Built a More Resilient Workforce.” The study highlights the company’s data-driven, culture-anchored approach to employee well-being. It is the second release in a national case study series on workplace mental health. The first featured Hilton, underscoring the importance of well-being across very different industries.

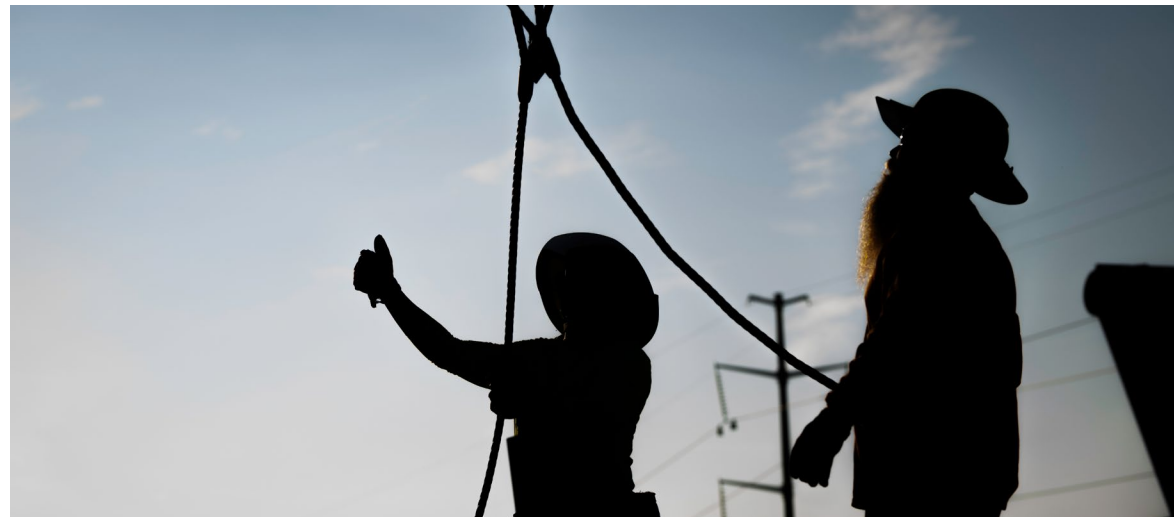
Our approach to workplace mental health is now a national model. The SHRM Foundation and Business Roundtable showcase how Under the Hat™ is transforming safety culture, reducing stigma and improving access to care across North America.

Senior Vice President Alicia Edsen described the recognition as a reflection of both values and action.

“Our commitment to employees and their families is to provide the most accessible, best mental health resources and break down stigmas that stop people from getting the help they need,” she said. “That commitment also extends to our industry and beyond.”

The SHRM Foundation praised Kiewit’s willingness to collaborate with competitors and community partners alike. These efforts include training crews to speak up about mental health, integrating well-being into daily safety check-ins and extending resources to employees’ households through family-centered campaigns.

[Read the full case study here](#)



**Construction CEOs Set Agenda to Tackle Suicide in Construction Industry**

We are working with other industry leaders to address mental health and suicide prevention. As a founding member of the CEO Advisory Council, we are committed to advancing mental health awareness and support for construction workers.

At the council’s inaugural meeting, CEOs including Kiewit CEO Rick Lanoha met with leaders from Bechtel Corporation, Fluor Corporation, Turner Construction Company, North America’s Building Trades Unions, Clark Construction Group and Skanska. Hosted by the American Foundation for Suicide Prevention, the meeting brought leaders together to assess progress, identify gaps and implement new programs aimed at reducing suicide rates.

“There is a significant opportunity in our industry to make sure our people and their families have access to the support and services they need to successfully manage their mental and emotional well-being,” said Lanoha. “Kiewit is pleased to continue in this important collective effort and pursue real, impactful ways to address this crucial issue — so that everyone in our industry is better for it.”

We remain committed to working with our partners to expand mental health resources and strengthen support for construction and engineering professionals.

[Learn more about this initiative](#)

Message from Management

1. Overview

About Kiewit

Sustainability at Kiewit

Our Projects

2. Governance

Corporate Governance

Supply Chain

3. Environmental

Environmental Stewardship

Greenhouse Gases &  
Energy Consumption

4. Social

▶ Health & Safety

Building Together

Talent & Workforce  
Development

Community Engagement

Appendix

### Prioritizing Mental Health through Under the Hat™: Building Healthy Minds Program

Our Under the Hat™ (UTH): Building Healthy Minds program 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 2025, we continued the conversation, with monthly newsletters and toolbox talks, as well as all-company webinars focused on various mental health topics. Some of these topics included tips for managing stress, building resiliency, preventing burnout and substance use awareness.

### Kiewit Joins Industry Peers to Encourage Open Conversations about Mental Health During Construction Suicide Prevention Week

September is Suicide Awareness Month. We joined construction companies across North America in recognizing Construction Suicide Prevention Week, Sept. 8–12. The annual event encourages open conversations about mental health and provides tools to address suicide — a risk that remains four times higher in construction than in the general population. Kiewit was a Cornerstone Sponsor for this national effort.

During the week, teams were encouraged by Rick Lanoha to communicate about suicide prevention. We marked the week with activities that aligned with the national effort:

- Monday was National Stand-Down Day. Projects held a moment of silence during mass safety meetings to honor those lost to suicide.
- Wednesday was World Suicide Prevention Day. Employees were encouraged to wear purple or teal to work on Wednesday. Purple and teal symbolize suicide awareness and aims to raise support for suicide prevention. This serves as a reminder of the importance of talking about this topic. Teams were also encouraged to review the “*Understanding Suicide in Construction*” toolbox talk with all crews and in offices before shift starts.
- On Friday, teams distributed Under the Hat™ wallet cards to employees, which direct them to our Under the Hat™ resources.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- ▶ Health & Safety
  - Building Together
  - Talent & Workforce Development
  - Community Engagement

Appendix



**Newly Launched Canadian Construction Safety Council with Mission to Elevate Safety Performance**

Canada's leading general contractors united to form the Canadian Construction Safety Council (CCSC), with a mission to elevate safety performance and establish innovative new industry benchmarks to protect construction workers nationwide.

Kiewit Corporation is among the founding members, which also includes Aecon, AtkinsRéalis, Bird Construction Inc., Dragados Canada Inc., EllisDon Corporation, EBC, Graham Construction Inc., Ledcor Industries Inc., PCL Construction, Pennecon, and Pomerleau.

Among CCSC's inaugural initiatives are the adoption of Type II safety helmets, with integrated chin straps, which offer superior head protection compared to traditional hard hats. Additionally, the Council is adopting a new fall protection standard, requiring safety measures such as harnesses and guardrails at six feet — lowering the current standard from 10 feet — to reduce falls, a leading cause of injury in the industry. The CCSC will also promote the

adoption of ANSI level 4 cut-resistant gloves to help reduce the significant number of hand injuries sustained by nearly half a million Canadian workers each year.

Driving industry change to proactively protect, engage, and support workers is the foundation of CCSC's mission. By sharing best practices and insights, the Council aims to build a safer and stronger construction industry across Canada. The goal is to collaborate, educate, and advocate for every worker's safe return home every day.

Strategic Objectives of the Canadian Construction Safety Council:

- **Reduce Serious Injuries and Fatalities:** Decrease the number of serious and fatal injuries in the construction industry through improved safety practices and protocols.
- **Champion Industry Safety Improvements:** Develop, adopt and implement best safety practices.

- **Enhance Safety Image and Relationships:** Improve the construction industry's safety reputation and foster stronger relationships with public and private clients, as well as regulatory bodies.
- **Networking and Education:** Provide opportunities for members to share knowledge, access safety resources, and learn from one another.
- **Leverage Industry Resources:** Utilize the creativity, innovation, and the industry's collective expertise to establish and maintain higher safety standards.
- **Mental Health Awareness:** Promote resources and education to support the mental health and overall well-being of workers within the construction industry.

In conjunction with the initiatives outlined, CCSC launched a new [website](#) detailing its vision, mission, and key focus areas for members and the wider community.

# Building Together

**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 local 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.

## Message from Management

### 1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

### 2. Governance

- Corporate Governance
- Supply Chain

### 3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

### 4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

## Appendix



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

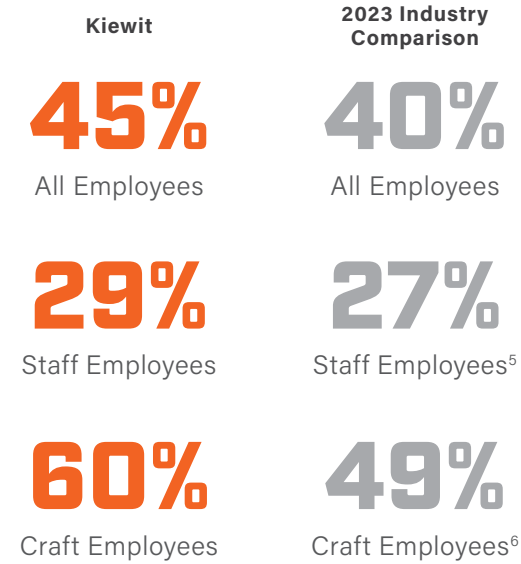
Appendix

2025 Metrics

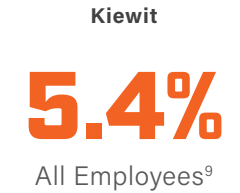
GENDER DIVERSITY <sup>1,2,3,4</sup>  
Percentage of female employees in U.S. and Canada



RACIAL AND ETHNIC DIVERSITY <sup>1,2,4,7</sup>  
Percentage of racially and ethnically diverse employees in U.S.



MILITARY SERVICE MEMBER/VETERAN <sup>1,2,8,9</sup>  
Percentage of military service members and veterans in U.S.



FOOTNOTES

- All Kiewit data based on average headcount in 2025
- Based on voluntary self-identification or other permissible records
- Percentages remain consistent when separated by country
- Industry Comparison: U.S. Based on 2023 EEO-1 Job Patterns for Minority and Women in Private Industry Reports Published by the Equal Employment Opportunity Commission (EEOC) for Construction Industry
- Industry Comparison Estimated Staff (All Job Categories except Craft Workers, Operatives, Laborers and Sales Workers)
- Industry Comparison Estimated Craft (Craft Workers, Operatives and Laborers Job Categories)
- Ethnicity and race is not tracked in Canada
- Utilize OFCCP veteran benchmark for hiring which is intended to produce a representative veteran workforce; in 2025, the OFCCP veteran hiring goal was 5.1%
- Military or veteran status is not tracked in Canada



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

### Partnering with Packages from Home to Deliver Care Packages to Deployed Personnel

In 2025, we formalized a partnership with Packages from Home, an organization that provides care packages and essential supplies to deployed service members and at-risk veterans. Packages from Home sends care packages to Kiewit personnel who are deployed. The packages include a Kiewit flag and a letter to the employee from our CEO thanking them for their service.

### Veterans Day 2025: Recognizing Purpose After Service

Kiewit offices marked Veterans Day 2025 with programs celebrating the service, leadership, and continued contributions of veterans, active-duty personnel, and military families. Events in Lenexa, Kansas; Lone Tree, Colorado; Omaha, Nebraska; and Houston, Texas; centered on the shared theme of **Purpose After Service**.

Guest speakers — including both employees and external speakers — shared insights drawn from decades of military experience, inspiring employees to find purpose beyond uniformed service. Company leaders expressed gratitude for the veterans within the organization, while employee groups facilitated discussions on career development, leadership, and ongoing community involvement. Each event included moments of reflection and recognition for those who have served and sacrificed.



### Providing Veterans with Easier Access to Mental Health Resources

Under the Hat™'s new Veterans Corner provides practical resources for those who've served and the leaders who support them.

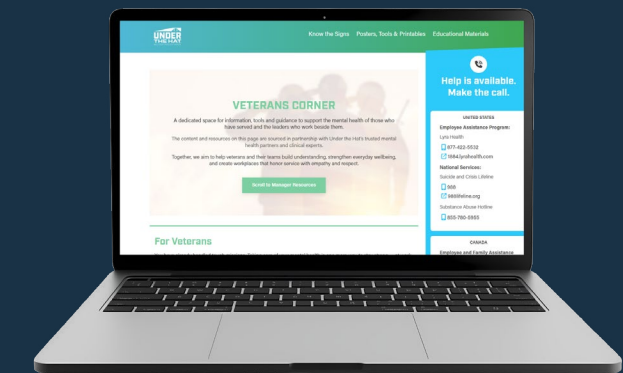
This new section of our Under the Hat™ website brings together information, tools and guidance focused on supporting the mental health of veterans and the leaders who work beside them. Developed using resources from Under the Hat™'s mental health partners, the page is built to help employees understand, communicate and support each other through every stage of life after service.

For veterans, the page offers guidance on adjusting to

civilian life, managing stress and finding connection at work and home. It shares strategies for building structure, maintaining balance and seeking help early when stress feels heavy.

Managers can explore ways to communicate with empathy, recognize when someone might need support, and connect employees with confidential resources available across the company.

The goal is to build workplaces that honor military service through empathy, respect and action — ensuring no one has to carry challenges alone.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

2025 Metrics

19

New Scholarship Recipients  
Selected in 2025

18

Recipients Who Have Graduated  
Through Lifetime of Program

2025 DATA

51

Total Scholarship Recipients  
Funded in 2025

LIFETIME DATA

79

Lifetime  
Total Recipients

\$455,000

Total Invested in 2025

\$1,800,000

Lifetime Total Invested

**Kiewit Legacy Scholarships Awarded to  
19 New Recipients**

Nineteen new recipients were awarded Kiewit Legacy Scholarships in the spring of 2025. During the 2025-2026 academic year, Kiewit distributed Kiewit Legacy Scholarship funding to a total of 51 students, which includes both new and renewed recipients.

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 and are 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.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Kiewit Scholars Program Brings Kiewit and Universities Together to Develop Future Industry 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 2025-2026 academic year.

*“From the moment I joined, I was surrounded by a community of driven, passionate individuals who pushed me to grow – not just academically, but personally and professionally. The Kiewit Scholars program brought me amazing connections and mentors that have stood with me throughout my time at UNL, showing me the true honor and reward that is working in the field of engineering and construction.” – Rebeca Young, Kiewit Scholar, University of Nebraska-Lincoln*



1. Kiewit Chairman Bruce Grewcock speaks to freshmen at the University of Nebraska-Lincoln about leadership. 2. Purdue's Kiewit Scholars traveled to Kiewit's headquarters. Pictured here, they worked through a challenge in our Innovation Center, practicing teamwork, problem solving and communication. 3. Kiewit Scholars at Iowa State University took a trip to tour a new natural gas plant under construction in Houston, Texas. 4. Kiewit Scholars at the Colorado School of Mines took an immersive learning trip to Texas and toured a large transportation project.

2025-2026  
Academic Year  
Metrics

**122**  
Participants

**52%**  
Male Scholars

**48%**  
Female Scholars

**32**  
Graduates

**60%**  
of Eligible Kiewit Scholars  
Interning in Summer 2026

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Kiewit and Thurgood Marshall College Fund (TMCF) Partner for Immersion Program**

Kiewit partnered with the Thurgood Marshall College Fund (TMCF) to host an Immersion Program in Westlake, Texas. Thirty students from 10 Historically Black Colleges & Universities (HBCUs) attended the event in March 2025. It was the fourth year of the Immersion Program.

Participants learned about our markets and case studies in construction and engineering challenges. The agenda also included discussions about leveraging personal and team strengths and advice for building a successful career in construction and engineering. Presentations included employee panel discussions, small group conversations and featured speakers. The event concluded with a job tour of a water treatment facility under construction.

TMCF 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 us over the summer. Those who intern with Kiewit also receive scholarship support from the company.



**Record Attendance at 2025 Future Women in Kiewit Summit**

A record 117 attendees participated in the 2025 Future Women in Kiewit Summit. Attendees represented 76 colleges and universities from across the U.S. and Canada.

Participants learned about the career paths and benefits Kiewit provides and heard from employees as they discussed their experiences and offered advice on how to build a successful career in construction and engineering. The summit also provided opportunities for attendees to connect and network with each other.

Sessions discussed mental health, building confidence and taking charge of your development, and exploring what a future in construction and engineering can look like. Presentations included employee panel discussions, small group conversations and featured speakers. Attendees also heard from an outside speaker, Dianne Mendenhall, president of the Omaha Supernovas, Omaha's first professional volleyball team. Mendenhall shared her perspectives on empowerment, presence and leadership.

TMCF Metrics

30

Immersion Program Participants

20

Summer Interns

10

HBCUs Represented

Future Women in Kiewit Metrics

117

Participants

76

Universities / Colleges Represented

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Strengthening Industry Networks through Organizational Partnerships**

Kiewit employees attended several major industry conferences in 2025, including:

- National Association of Women in Construction
- National Society of Black Engineers
- Society of Women Engineers
- Society of Hispanic Professional Engineers
- Conference of Minority Transportation Officials
- **Tradeswomen Build Nations Conference (TWBN)** (see right column)

Attending these conferences provides many benefits, including development and networking opportunities for employees and building Kiewit's brand with the industry's workforce.

We also partnered with several organizations supporting military service members and veterans transitioning into the civilian workforce, including:

- Hiring Our Heroes
- Department of Defense SkillBridge

- Transition Assistance Program (TAP) offices
- U.S. Army Partnerships for Your Success (PaYS)
- Society of American Military Engineers

**Tradeswomen Build Nations Conference**

In September, Kiewit participated in the Tradeswomen Build Nations (TWBN) Conference in Chicago, the largest annual gathering of unionized tradeswomen, with more than 5,000 attendees representing union leadership, craft professionals, contractors and industry partners. In addition to sponsoring the event, 10 Kiewit representatives from operations and Human Resources attended.

Kiewit representatives engaged in discussions with participants about jobsite culture, safety practices, workforce expectations and regional labor dynamics, gaining real-time feedback relevant to active union projects across the United States and Canada. Participation supported relationship building with union partners and reinforced Kiewit's ongoing investment in craft training, workforce development and safety.



**Dreamer Day**

In Canada, employees represented Kiewit at Build a Dream's Dreamer Day — an event that welcomes over 3,000 young women exploring careers in construction, STEAM and leadership.

The Kiewit booth featured engaging experiences, including an excavator display, remote excavator game, project virtual reality simulation, and a variety of interactive games that sparked curiosity and conversations.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- ▶ Building Together
- Talent & Workforce Development
- Community Engagement

Appendix

**Building and Maintaining Strong Partnerships with Indigenous Communities**

Kiewit is committed to building and maintaining strong relationships with Indigenous communities through cultural understanding and economic, employment and training opportunities. All staff in Canada participate in annual Indigenous awareness training to better understand cultural perspectives, historical context and best practices for engagement.

***Celebrating 30 Years of Partnership at Raglan Nickel Mine***

In 2025, we marked 30 years of operations at Raglan Nickel Mine in Nunavik, northern Québec.

Work at Raglan is delivered through the Kiewit-Nuvumiut Joint Venture, a partnership between Kiewit and the local Inuit company Nuvumiut Development Corporation. As the site's largest contractor, the joint venture team performs open-pit mining, ore transport and aggregate crushing, moving an average of two million metric tons of material annually.

This project showcases a successful, long-standing Indigenous partnership and Kiewit's ability to sustain large-scale, continuous operations in remote Arctic environments.

***Tłı̄chq̄ All-Season Road Earns Recognition for Environmental, Social and Governance Excellence***

The Tłı̄chq̄ All-Season Road in the Northwest Territories is a 97-kilometre highway that replaced a winter-only ice road, providing the remote Tłı̄chq̄ Nation community of Whatı̄ with year-round access to essential services.

North Star Infrastructure, a partnership between Kiewit and the Tłı̄chq̄ Government, along with the Government of Northwest Territories, received Canadian Council for Public-Private Partnership's 2025 Gold Award in Environmental, Social and Governance, setting a benchmark for resilient, inclusive infrastructure in Canada. It was the first public-private partnership project with a First Nation equity partner in Canada, ensuring Indigenous participation and reinvestment of returns into the local community.

The Tłı̄chq̄ Kiewit General Partnership was also recently awarded a new project, the Dehk'è Frank Channel Bridge, and continue to foster long-lasting relationships.

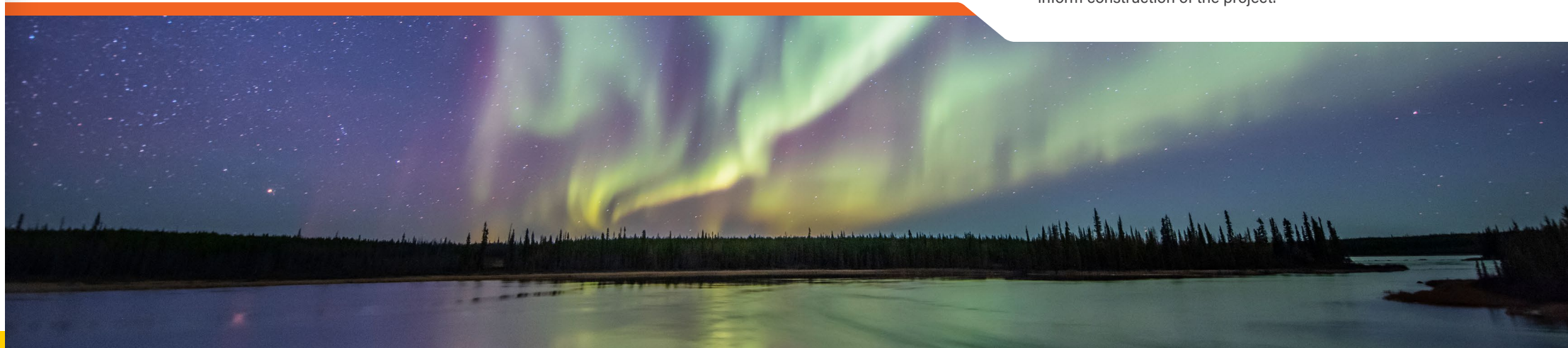
***Engaging Communities Early on the Dehk'è Frank Channel Bridge Project***

The Tłı̄chq̄-Kiewit General Partnership (TKGP) team supported the Government of Northwest Territories (GNWT) to gather public feedback prior to beginning construction on the Dehk'è Frank Channel Bridge replacement in Behchok̄ò, Northwest Territories.

The GNWT invited local community members, Indigenous organizations and other potentially affected groups to provide input and share cultural and historical knowledge with the project team. This included in-person engagement sessions in February where GNWT and TKGP gave overview presentations that outlined details about the project and proposed design, traffic management, environmental impacts and mitigations as well as permitting status.

In April, GNWT and TKGP returned to the community to share how input was being addressed. This included modifying construction access to preserve a culturally important cabin, the proposed addition of an anti-climbing barrier fence to the bridge and ongoing communication with the community to share updates on employment and subcontracting opportunities.

A Cultural Knowledge Study was completed that will help inform construction of the project.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix

# 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 feedback and performance reviews.

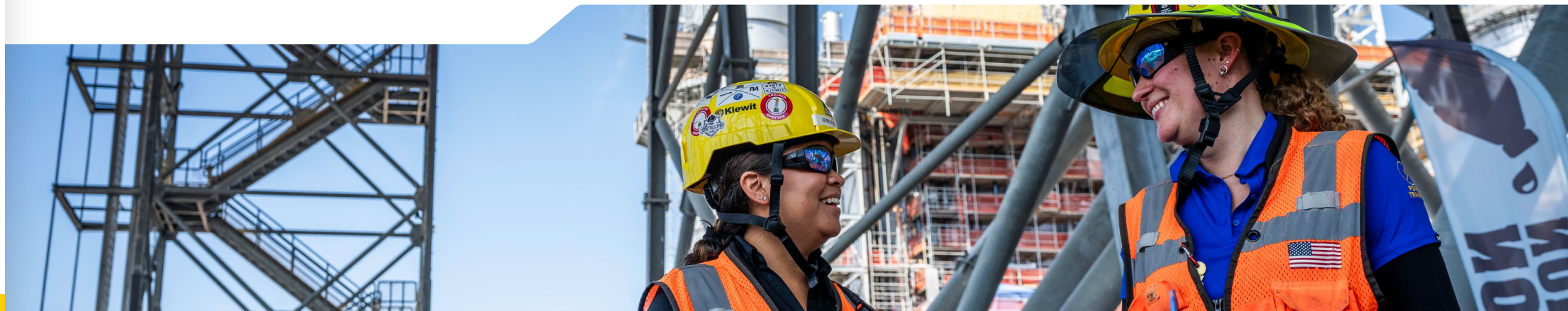
Our Next Gen model is an innovative approach that leverages evidence-based methodologies to enhance training outcomes. It includes a blend of virtual kick-offs, e-learning assignments, peer learning exercises and live training sessions at our Kiewit University and Training Center facilities. This model 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 3 months prior to the annual review cycle receive an annual review, excluding executive management. Right-Time Feedback (RTF) 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 (RTF) 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.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix

2025 Metrics

OVERALL TRAINING INVESTMENT

**1,501,205**

Annual Hours of On-the-Job, District and Corporate Training Completed by Full-time Staff Employees

**\$8,187**

Average Annual Spend per Full-time Staff Employee on Training and Development

NATIONAL CENTER FOR CONSTRUCTION EDUCATION AND RESEARCH CERTIFIED TRAINING

**473**

NCCER Participants

**51,254**

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 3 months or less prior to review cycle*

TUITION REIMBURSEMENT

**\$540,826**

Invested in Tuition Reimbursement

**100**

People Who Used Tuition Reimbursement



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix



**New Resource Strengthens Superintendent Development Across Projects**

Kiewit University introduced the Superintendent Guidebook in 2025 to support the professional growth of superintendents — a group essential to project and operational success. Developed by superintendents for superintendents, the guide serves as a comprehensive on-the-job training tool that defines 27 core responsibilities, providing clear, step-by-step guidance on daily tasks and decision-making. Each module outlines key accountabilities in areas such as planning, safety, leadership, cost management and client relations.

Organized around the daily phases of a superintendent's work, the guidebook covers topics ranging from daily start-

up and equipment planning to productivity reviews and schedule evaluations. It is adaptable to any project type or location, making it a practical resource for onboarding, training and ongoing performance discussions. The resource is intended to help both new and experienced leaders apply consistent practices and uphold the standards that define Kiewit's approach to project delivery.

Led by the Talent Development team, the guidebook's creation involved collaboration with subject matter experts across the company to ensure the content is relevant and field-tested. The team will continue collecting feedback to refine and update the material as industry practices evolve.



**SUPERINTENDENT  
GUIDEBOOK**

A TASK-BASED GUIDE FOR KIEWIT SUPERINTENDENTS

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

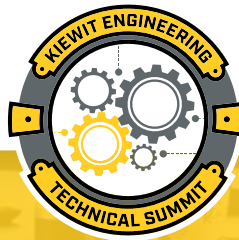
Appendix

Technical  
Summit Metrics

1,500+  
Participants

28  
Technical Presentations

7,300+  
Professional Development  
Hours (PDHs)



**Kiewit Engineering Technical Summit Engages More Than 1,500 Participants**

The 2025 Kiewit Engineering Technical Summit, hosted by the company's Chief Engineers Council, brought together more than 1,500 participants from across Kiewit, client organizations and academic partners to celebrate continuous improvement and technical excellence.

The three-day virtual event, held during Engineers Week in February, featured 28 presentations led by 78 speakers and all 13 Chief Engineers. Participants collectively earned over 7,300 professional development hours, reflecting the strong engagement in professional growth and knowledge sharing.

The summit emphasized how Kiewit Engineering Group Inc. continues to evolve to meet the demands of a rapidly changing industry. Presentations showcased the company's integrated engineering solutions, advanced data and technology use, and commitment to efficient, quality design delivery. Leadership remarks set the tone each day, underscoring the importance of innovation and collaboration across disciplines.

An early-career roundtable and a keynote on the role of generative AI in engineering innovation highlighted the event's forward-looking focus. Through case studies and open dialogue, attendees explored how Kiewit's engineers are preparing for the future while maintaining a strong foundation of technical excellence and shared learning.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix



**Signing Day for Kiewit Interns at Pennsylvania College of Technology and Wyo Tech**

We hosted Signing Day events at Pennsylvania College of Technology and Wyo Tech, celebrating students who joined Kiewit as interns in various technical roles.

At Pennsylvania College of Technology (pictured above), the event celebrated seven students who joined the company as interns across 7 different states. The students gained hands-on experience in roles ranging from welding quality engineering to heavy equipment mechanics.

**Equipment Donation Enhances Diesel Technology Training at Idaho State University**

We supported hands-on workforce training at Idaho State University's (ISU) College of Technology by donating an out-of-commission skid steer to the Diesel and On-Site Power Generation program. The machine was unveiled at a ribbon cutting and will be used in coursework to mirror the equipment students encounter on active jobsites.

The donation enables students to practice diagnosis and repair on real equipment — work that goes beyond classroom trainers and simulations and strengthens job-ready skills in hydraulic, electrical and mechanical systems.

Program leaders noted that access to industry equipment is essential for relevant, cost-effective training aligned with employer needs.

This collaboration builds on a growing pipeline between Kiewit and ISU. The university reported positive experiences with Kiewit internships and hires and highlighted how industry partnerships help students transition from the classroom to in-demand technician roles across sectors.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix

**Tapping Local Talent**

As several major infrastructure projects moved forward in the Baltimore region in 2025, we joined our workforce development partners to focus on strengthening connections between local residents and career opportunities in the construction trades. The effort centered on making it easier for individuals to learn about apprenticeship pathways, understand hiring processes and meet the organizations involved in building the region's infrastructure.

To support this effort, the team hosted a Pre-Apprentice Open House that brought together local unions, workforce organizations and community partners in a single setting. The event created an accessible environment where job seekers could ask questions, explore trade careers and speak directly with union representatives and hiring teams.

The open-house format allowed the more than 200 attendees to move between information stations, connect with community resources and learn about the steps required to enter apprenticeship programs. The event also strengthened collaboration among unions, workforce nonprofits and public-sector partners, helping establish a shared approach to engaging local talent and connecting individuals with long-term career opportunities in the skilled trades.

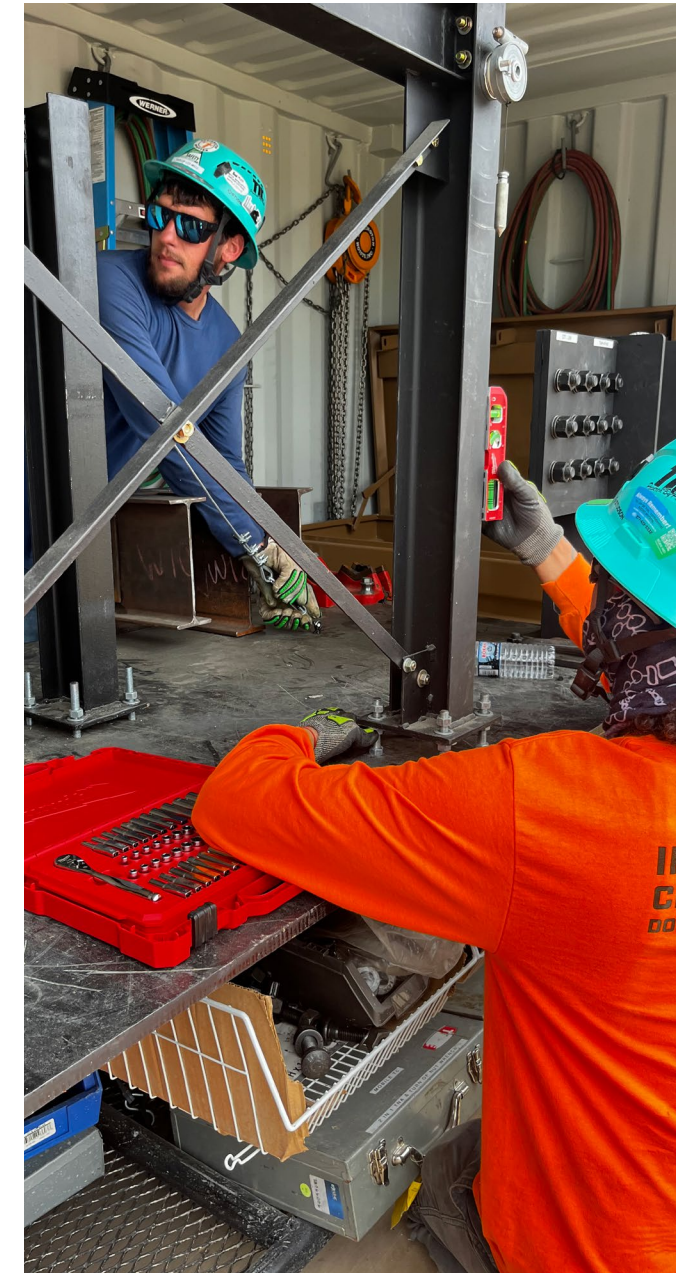
**On-Site Craft Training Supports Efficient Project Workforce Development**

Mobile training facilities (MTFs), developed in-house, enable our trainers to deliver craft training more efficiently by bringing instruction directly to project sites. Instead of requiring learners to travel to fixed training centers, instructors deploy MTFs equipped with the tools and resources needed to support both classroom and hands-on learning.

Projects can further improve efficiency by coordinating training delivery. In 2025, two projects in Texas partnered to deploy shared instructors and MTFs. Together, they delivered 14 instructor-led courses across electrical, ironworking and pipe disciplines. A total of 151 learners completed three weeks of training, combining classroom instruction with hands-on application using the MTF tools and resources. At 50 hours of training per participant per week, this totals 22,650 total training hours.

This coordinated approach enabled both projects to scale training delivery more effectively than if managed independently, while maintaining a consistent learning experience across disciplines. Delivering training on site also reduced travel time for workers, minimizing disruption to both project productivity and employees' personal lives.

[Learn more about our Craft Development Efforts in Kieways](#)



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

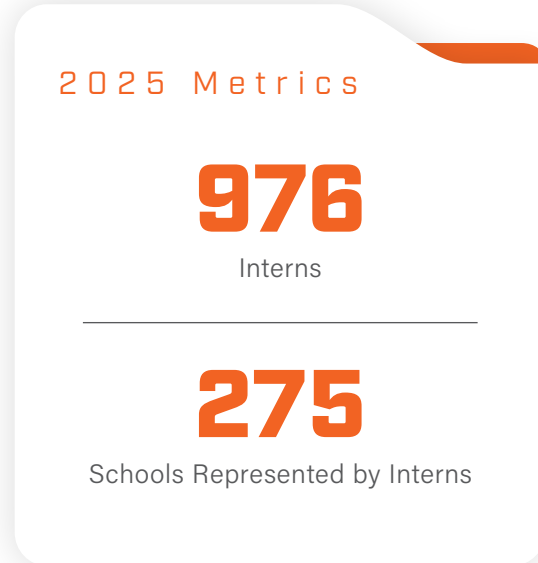
4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix

**Kiewit Interns Share Their Perspectives**

Each year, hundreds of interns join Kiewit teams in offices and on projects across North America. A few 2025 interns shared their perspectives from their time with the company.



*Kiewit Interns Share Their Perspectives  
continued on next page*



*“What has really made me feel part of the Kiewit team was when my mentor assigned me a full scope of work to do. I had to coordinate the subs and our crews, complete the workplans and get all the proper documents and permits, then execute the scope of work while making sure everything was done smoothly and safely. I was a little nervous at first, but this experience ended up giving me some confidence in my project management abilities.”*

**Beatrice Gregory**, Field/Office Intern  
Ontario, Canada



*“In classrooms, they teach you how to learn to pass the class. In the field, you learn how to learn in a more self-directed way: asking questions, making inferences and doing a task over and over and over until you get it. It’s less about memorizing and more about understanding, adapting and problem-solving.”*

**Athena He**, Estimating Intern  
Grapevine, Texas

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- ▶ Talent & Workforce Development
- Community Engagement

Appendix



*“One of my most rewarding experiences was building strong relationships with the craft professionals. As a field engineer, supporting the field is a core responsibility. My goal was to serve as the bridge between staff and craft, and I’m proud to say I earned that trust through collaboration.”*

**Dylan Thomas**, Field/Office Intern  
Orange, Texas

*“A moment that made me feel proud while at Kiewit was volunteering at the Houston Food Bank. Knowing that I played a part to help those who are in need made me feel uplifted because I always want to help those who need it. I am grateful to intern at a company that cares about helping the community.”*

**Ricardo Blanco**, Finance Analyst Intern  
Houston, Texas

*“One of the most valuable lessons I’ve learned during my internship is how important it is not to approach safety like a ‘safety cop.’ In the classroom, we study rules, regulations and procedures, but on the jobsite, I’ve learned that how you apply that knowledge makes all the difference.*

*People don’t respond well to someone who just shows up to point fingers or throws the book at them. What they do respond to is someone who listens, understands the challenges they face and uses their knowledge to support, not punish them.”*

**Jan Muelderings**, Safety Intern  
Alberta, Canada

*“One of the biggest lessons I’ve learned during this internship is that leadership doesn’t always come with a title. It emerges in moments when quick thinking, clear communication and confidence are needed most.*

*In the office, it’s raw and real. Whether it’s coordinating with multiple teams to solve an issue or stepping up to communicate a delay, I’ve had to practice being adaptable and assertive. That kind of learning happens only when you’re in the middle of things, making decisions under pressure while earning trust from those around you.”*

**Will Clippard**, Electrical Design Engineer Intern  
Lenexa, Kansas

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- ▶ Community Engagement

Appendix



# 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

## 2025 Metrics

**\$19.7**  
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, Kiewit Legacy Scholarships program and through other commitments.*

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- ▶ Community Engagement

Appendix

**Celebrating Stewardship During Kiewit Volunteers Month**

Across North America, Kiewit teams celebrated Kiewit Volunteers Month in September. The timing honors Peter Kiewit and his legacy of stewardship. His birthday was September 12.

Here are a few examples of how project and office teams served their communities during Kiewit Volunteers Month.

---

In **British Columbia**, teams organized a clothing drive for Big Brothers Vancouver.

In **Ontario**, employees built a toy shed for The Darling Home for Kids, which provides professional, holistic, high quality, and personalized hospice, respite and residential care for children with medical complexities and their families.



In **Texas**, employees volunteered with Bayou Land Conservancy (BLC) to restore local habitat, clearing half an acre of invasive Chinese Tallow plants that threaten native species and water resources.



In **Nebraska**, employees participated in a clean-up event at Levi Carter Park, collecting over 2,200 pounds of litter — nearly 1,400 pounds more than the previous year. Volunteers worked together to remove debris, including 41 discarded tires, during the three-hour effort, which was organized in partnership with Keep Omaha Beautiful.



In **Arizona**, employees assembled supply kits for the Kitty Foster Department and prepped enrichment items for the behavior team at the Arizona Humane Society's Papago Park Campus.



In **Hawai'i**, employees volunteered at the Kūkaniloko Birthstones State Monument, one of the most culturally significant sites in the Hawaiian Islands. The team supported preservation efforts at the five-acre site by watering, clearing brush, mowing, and other landscape improvements.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- ▶ Community Engagement

Appendix



**The Perley Health Foundation**

A project team in Ottawa donated \$1,500 to the Perley Health Foundation, which supports programs and facilities that enhance care for more than 600 veterans and seniors. The donation will help fund construction of Canada's first intergenerational program wing at The Perley. Team members also volunteered to refresh and maintain the facility's courtyards, creating a more welcoming outdoor space for residents.

**Family Promise of Greater Phoenix**

Employees in Phoenix volunteered with Family Promise of Greater Phoenix, a nonprofit that helps families experiencing homelessness secure shelter, resources and long-term stability. The team supported the organization by cleaning and organizing its storage areas and restocking shelves with essential supplies such as food, toiletries and clothing.

**Denver Park Enhancement**

Employees in Denver volunteered with the Denver Park Enhancement Project to maintain flowerbeds at Alamo Placita Park. The group helped with mulching and weeding to support the park's ongoing beautification and community upkeep efforts.

**Lee A. Tolbert Community Academy**

Over the past three years, Kiewit employees have partnered with Lee A. Tolbert Community Academy (LATCA) in Kansas City to support student learning and create meaningful educational opportunities. Through financial contributions, volunteerism and mentorship, the team has helped improve reading and math performance

across nearly every grade. Kiewit's support has included establishing the school's library, funding teacher development, improving facilities, and hosting book drives and back-to-school events. Employees also lead a biweekly book club, fostering mentorship and a love of reading among students.

**Adopt a Mile** *(Pictured above)*

Crews on the Francis Scott Key Bridge Rebuild committed to "adopting a mile" around the project site — keeping a stretch of road clean through regular litter pickups and community cleanups. For the duration of the project, the team will come together quarterly to uphold this commitment and encourage local involvement.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- ▶ Community Engagement

Appendix

**Lending a Hand When Disasters Strike**

Following natural disasters, Kiewit teams supported recovery efforts through hands-on volunteer work and targeted donations. Employees helped clear debris, rebuild homes and provide supplies in affected communities, while company contributions funded local relief organizations and emergency response efforts. Together, these actions have helped accelerate recovery in areas impacted by hurricanes, floods and wildfires.

**Hurricane Helene Recovery, Tennessee**

After Hurricane Helene devastated parts of East Tennessee in 2024, two major bridges — on SR 107 and SR 81 — were washed away, isolating communities and turning daily commutes into detours. To fast-track recovery, the Tennessee Department of Transportation turned to its first-ever progressive design-build contract, selecting Kiewit Infrastructure South Co. for the job.

While construction was still underway, the team partnered with the Appalachia Service Project (ASP), a nonprofit focused on housing recovery. Over two volunteer days, Kiewit employees helped clear debris, build porches and construct wheelchair ramps for residents still trying to rebuild — including Lorene “Skeeter” Lewis, who lost her home of 40 years in the flood.

“Everything I own, everything I’ve built, everything God allowed me to have, I just watched it go away,” Lewis said. “It was devastating, but seeing so many people willing to help has truly changed my perspective.”

Employee-led fundraising will help ASP fund the construction of three new homes in the area.



Separately, Kiewit made a \$100,000 donation to Voluntary Organizations Active in Disaster in East Tennessee — a contribution made possible through early project completion.

“I think this project says a lot about the people on this team,” said Project Manager Mike Svoboda. “We came here to build bridges, but we also wanted to support the people who live around them.”

In total, Kiewit contributed \$200,000 to support regional recovery efforts.

**Flood Recovery, Texas (Pictured above)**

After devastating floods in Kerrville, Texas, crews from Weeks Marine, Inc., a subsidiary of Kiewit, quickly stepped up to help. They joined a donation drive at the Kemah Police Department, to sort supplies and contribute gift cards, and left behind company gear.

**Wildfire Recovery, California**

Kiewit made donations to the Los Angeles Fire Department Foundation and Los Angeles Food Bank to support recovery efforts following devastating wildfires.

Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- ▶ Community Engagement

Appendix

**Girl Scouts of Colorado and Kiewit Partner to Introduce Young Girls to Construction**

More than 100 Girl Scouts visited The Training Center in Colorado for the annual Build Like a Girl event, hosted in partnership with Girl Scouts of Colorado.

The program introduced girls from elementary through high school to the construction industry through hands-on activities such as operating crane simulators, assembling PVC structures and mixing “concrete cakes.”

Kiewit volunteers led each station, sharing their experience and helping participants earn a custom event patch and GSUSA badge. The event is part of Kiewit’s ongoing effort to spark early interest in construction and engineering careers by providing meaningful, age-appropriate learning experiences and mentorship opportunities.



**Supporting Veterans in our Communities**

In honor of Veterans Day, Kiewit contributed \$20,000 total across five organizations serving veterans in our communities.

- Packages from Home
- Folds of Honor Patriots of Denver
- Veterans Community Project
- Friends in Service of Heroes
- VEL Institute

We also donated to Hiring Our Heroes in 2025.



Message from Management

1. Overview

- About Kiewit
- Sustainability at Kiewit
- Our Projects

2. Governance

- Corporate Governance
- Supply Chain

3. Environmental

- Environmental Stewardship
- Greenhouse Gases & Energy Consumption

4. Social

- Health & Safety
- Building Together
- Talent & Workforce Development
- ▶ Community Engagement

Appendix



**Kiewit Teams Build Bridges in Rwanda**

Twenty Kiewit employees completed Bridges to Prosperity (B2P) builds in Rwanda in 2025.

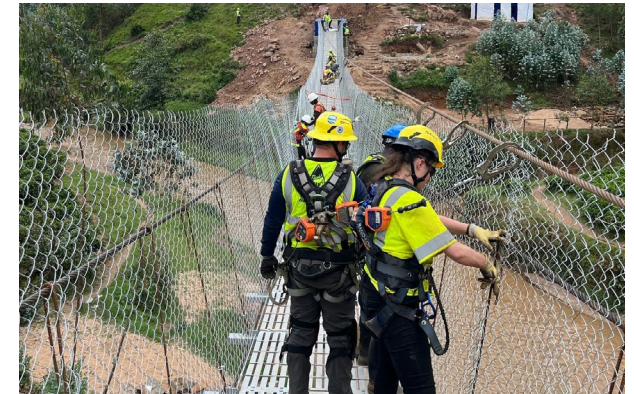
- The Kigusa Build, a 58-meter suspended bridge over the Gishongo River, now provides safe, year-round access for 3,450 residents.
- The Uwabarashi Build, a 94-meter suspension bridge over the Mbirurume River, supports 2,613 residents.

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.

By partnering with B2P, the 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.

With Kiewit’s partnership and completion of this year’s bridges, Kiewit has supported 19 bridge builds and sent over 170 volunteers. Each bridge has its own unique story, but all are making a difference and have a combined impact on over 60,000 members of the local communities since 2014.

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



# Appendix

Message from Management

1. Overview

About Kiewit

Sustainability at Kiewit

Our Projects

2. Governance

Corporate Governance

Supply Chain

3. Environmental

Environmental Stewardship

Greenhouse Gases &  
Energy Consumption

4. Social

Health & Safety

Building Together

Talent & Workforce  
Development

Community Engagement

► Appendix

Section	Subsection	Data Point	2025	2024	2023
Governance	Corporate Governance	Completion of Core Values Training %*	100%	100%	100%
		Completion of Anti-Bribery and Corruption Training %*	100%	100%	100%
		Completion of Antitrust Training %*	100%	100%	100%
	Supply Chain	Dollars spent with DBE firms — U.S.*	\$1,371,091,000	\$1,418,529,854	\$1,068,055,756
		Percent of overall U.S. spend that went to DBE firms*	15%	17%	12%
Environmental	Greenhouse Gases & Energy Consumption	Scope 1 emissions (Metric tons CO2e)	632,425	718,688	609,567
		Scope 2 emissions (Metric tons CO2e)	71,084	70,426	73,866
Social	Health & Safety	Lost Time Incident Rate	0.03	0.04	0.05
		Total Recordable Incident Rate	0.21	0.20	0.25
		# of Project Goose Eggs — Projects that worked 200,000 hours or more without a recordable	26	27	23
	Building Together	Gender Diversity (U.S. & Canada) — All employees % female	15%	15%	14%
		Gender Diversity (U.S. & Canada) — Staff employees % female	24%	24%	23%
		Gender Diversity (U.S. & Canada) — Craft employees % female	6%	6%	6%
		Racial & Ethnic Diversity (U.S.) — All employees % racially & ethnically diverse	45%	44%	44%
		Racial & Ethnic Diversity (U.S.) — Staff employees % racially & ethnically diverse	29%	28%	27%
		Racial & Ethnic Diversity (U.S.) — Craft employees % racially & ethnically diverse	60%	60%	61%
		Military service member/Veteran (U.S.) — All employees %	5.4%	5.1%	4.8%
		Kiewit Legacy Scholarships — # of new scholarship recipients selected annually	19	16	12
		Kiewit Legacy Scholarships — # total scholarship recipients funded annually (new + renewed)	51	46	32
		Kiewit Legacy Scholarships — total \$ invested annually	\$455,000	\$340,000	\$300,000
		Kiewit Legacy Scholarships — # of recipients who have graduated through 2025	18		
		Kiewit Legacy Scholarships — total recipients — lifetime of program	79		
Kiewit Legacy Scholarships — total \$ invested — lifetime of program	\$1,800,000				

# Appendix

Message from Management

1. Overview

About Kiewit

Sustainability at Kiewit

Our Projects

2. Governance

Corporate Governance

Supply Chain

3. Environmental

Environmental Stewardship

Greenhouse Gases &  
Energy Consumption

4. Social

Health & Safety

Building Together

Talent & Workforce  
Development

Community Engagement

Section	Subsection	Data Point	2025	2024	2023
Social	Building Together (continued)	Thurgood Marshall College Fund — # of Immersion Program participants	30	30	30
		Thurgood Marshall College Fund — # of summer interns	20	20	19 (+1 full-time hire)
		Thurgood Marshall College Fund — # of HBCUs represented	10	10	10
		Future Women in Kiewit Summit — # of participants	117	104	105
		Future Women in Kiewit Summit — # of universities/colleges represented	76	69	61
		Kiewit Scholars — # of participants by academic year (e.g. 2025 data is for academic year 2025-2026)	122	126	116
		Kiewit Scholars — male scholars by academic year (e.g. 2025 data is for academic year 2025-2026)	52%	48%	52%
		Kiewit Scholars — female scholars by academic year (e.g. 2025 data is for academic year 2025-2026)	48%	52%	48%
		Kiewit Scholars — % of eligible interns by academic year (e.g. 2025 data is for academic year 2025-2026)	60%	62%	51%
		Kiewit Scholars — graduates by academic year (e.g. 2025 data is for academic year 2025-2026)	32	42	28
	Talent & Workforce Development	Annual hours of on-the-job, district and corporate training completed by full-time staff employees*	1,501,205	1,371,555	1,327,881
		Average annual spend per full-time staff employee on training and development*	\$8,187	\$7,856	\$7,845
		NCCER — # of hours*	51,254	48,371	32,805
		NCCER — # of participants*	473	427	342
		% of qualifying employees received an annual performance and wage review	100%	100%	100%
		\$ invested in tuition reimbursement*	\$540,826	\$630,800	\$629,600
		# of people who used tuition reimbursement*	100	175	177
		# of interns*	976	906	1,154
	Community	# of schools represented by interns*	275	245	272
		Charitable Contributions — Kiewit Corporation + Kiewit Companies Foundation*	\$19.7 million	\$14.9 million	\$10.1 million

► Appendix

