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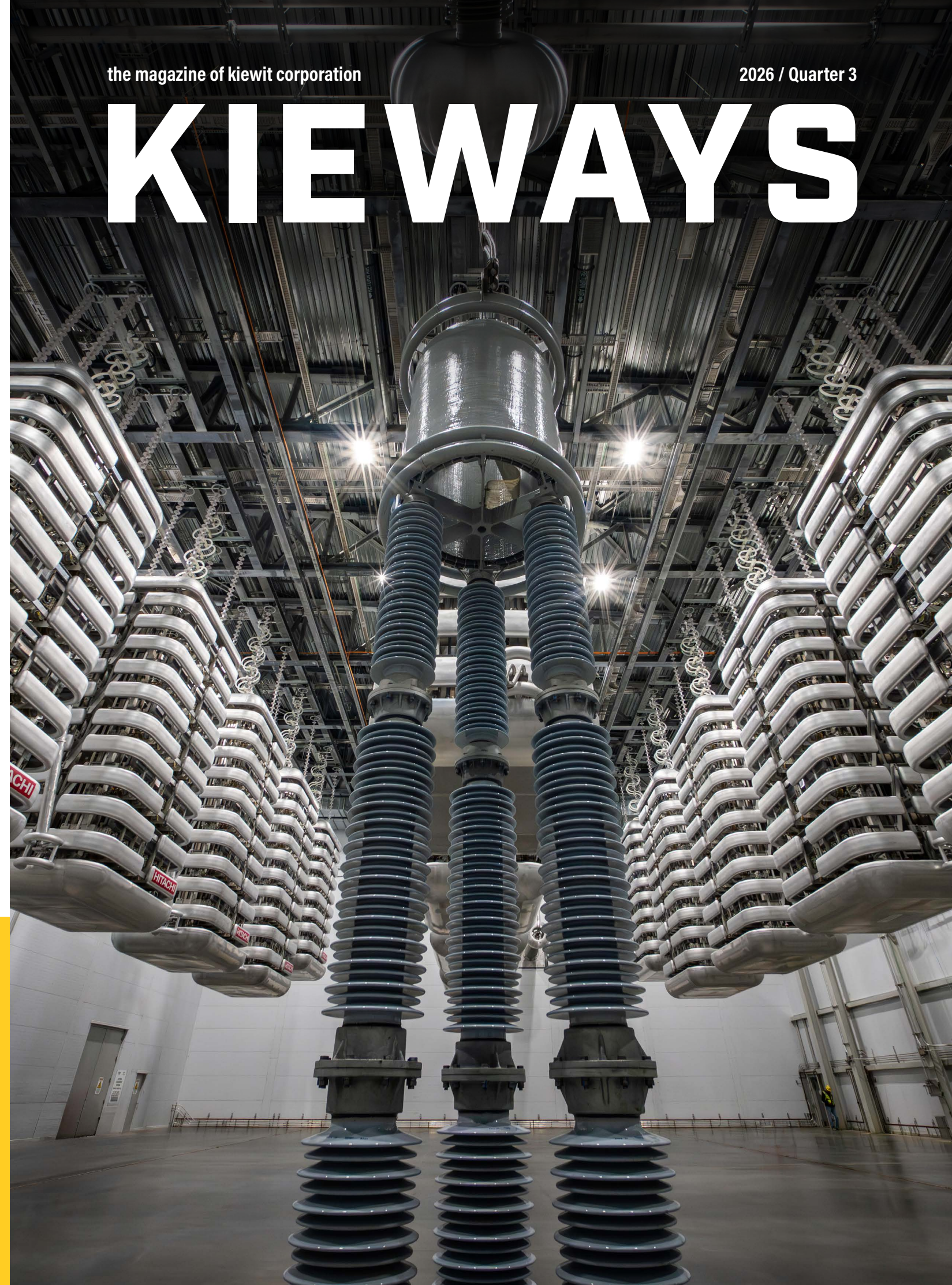
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KIEWAYS





THE NEXT GENERATION

This summer, nearly 1,000 interns joined teams across North America, gaining experience, taking on responsibilities and helping build what's next.



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OUR MARKETS:



BUILDING



INDUSTRIAL



MARINE



MINING



OIL, GAS & CHEMICAL



POWER



TRANSPORTATION



WATER

Kiewit is one of North America's largest and most respected construction and engineering organizations. With its roots dating back to 1884, the employee-owned organization operates through a network of subsidiaries in the United States, Canada, Mexico and Guam. Kiewit offers construction and engineering services in a variety of markets including transportation; oil, gas and chemical; power; building; water; industrial; mining and marine. Kiewit had 2025 revenues of \$18.2 billion and employs 34,500 staff and craft employees.

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KIEWAYS

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READY FOR WHAT'S NEXT

As the United States marks its 250th anniversary, it's a good time to look back on how much the country has grown and the role infrastructure has played in making that growth possible. From transportation networks and water systems to power generation and delivery, the infrastructure built throughout our nation's history has connected communities, supported industry and helped create opportunities for future generations.

For 142 years, Kiewit has been a key player in that effort. As America has evolved, so have we. We've expanded into new markets, developed new capabilities and taken on increasingly complex work to help deliver the construction and engineering projects communities depend on.

The projects may be different than they were a century ago, but one thing hasn't changed: Successful teams find ways to continuously move forward. They solve problems, adjust their approach and stay focused on delivering the best possible outcome.

You'll see that theme throughout this issue. Whether it's building energy infrastructure in New York or improving a major transportation corridor in Colorado, our teams worked through challenges, adapted to changing conditions and found practical solutions to help clients and communities meet today's needs and prepare for the future.

We're proud of the role Kiewit has played in building America and supporting its growth for more than half of the nation's history. But past performance doesn't guarantee future success. As the country looks ahead, we'll continue earning that success the same way we always have, by adapting to change, solving problems and delivering results our clients expect.

RICK LANOHA

President and Chief Executive Officer



RESHAPING THE ROUTE

The I-70 Vail Pass project spans roughly 10 miles of Interstate 70 through Vail. Kiewit and the Colorado Department of Transportation have partnered for the past six years to make this corridor safer for more than 32,000 daily vehicles.

ON THE COVER

06 POWERING THE BIG APPLE

One team built the path. Another prepared the power for New York City's grid. Together, they delivered a first-of-its-kind project capable of powering more than a million homes.

INSIDE THE ISSUE

04 KIEWIT NEWS

Catch up on recent news from across Kiewit.

12 KIEWIT INTERNSHIPS: "BUILT DIFFERENT"

Nearly 1,000 interns joined Kiewit this summer, building relationships and contributing to real work. Get a glimpse of what makes a Kiewit internship "built different."

16 BUILDING FOR GENERATIONS

Kiewit's history spans more than half of America's. Take a look back at how its people and projects have helped move, power, protect and connect the country across the years.

20 SAFER PASSAGE

On the Vail Pass project, crews get just five months each year to reshape one of Colorado's toughest corridors. Each spring, lessons from the previous season shape safer passage for motorists, trail users and wildlife.

KIEWIT NEWS

What began in 1884 with two hard-working brothers has grown into a construction and engineering industry leader. As a multibillion-dollar organization, Kiewit can tackle projects of all sizes in any market. Here's a brief collection of recent news and information from around the company.

OUR VALUES IN ACTION

PEOPLE INTEGRITY EXCELLENCE STEWARDSHIP



CONNECTING COMMUNITIES IN RWANDA

Kiewit volunteers recently partnered with Fika, formerly Bridges to Prosperity, and local community members to help complete the 95-meter Kamonyo Bridge in Rwanda.

Over nearly two weeks, the team completed cable installation, swing fabrication, fencing, grading, painting and final bridge preparations while also constructing a footbridge serving a nearby school. The bridges will provide reliable, year-round access to healthcare, education and employment for local communities, creating lasting connections long after construction is complete.

A CAREFUL DEMOLITION IN CANADA

After serving the community for more than a century, Winnipeg's iconic Arlington Bridge, which spans more than 50 Canadian Pacific Kansas City (CPKC) railway tracks, is being carefully dismantled following its closure in 2023 due to structural concerns.

Kiewit Construction Services ULC has begun the first phase of the bridge's decommissioning, removing five Pratt truss spans and the south on-ramp. Because trains continue operating below, demolition is carried out in carefully coordinated 15-minute windows between rail movements, requiring detailed planning and precise execution.

The bridge will be dismantled in stages, with crews lowering and demolishing each section in coordinated track blocks, working south to north, with completion slated for summer 2027.

JOINING FORCES TO STRENGTHEN U.S. SHIPBUILDING

Kiewit Offshore Services, Ltd. and HD Hyundai have entered a strategic partnership to pursue domestic shipbuilding and floating asset opportunities in the United States.

The collaboration will focus on ship block and module fabrication, combining HD Hyundai's global shipbuilding expertise with Kiewit's large-scale fabrication, engineering, procurement and construction capabilities. Together, the companies aim to help expand U.S. shipbuilding capacity, strengthen the nation's maritime industrial base and increase domestic manufacturing capabilities.



15 YEARS OF CVIS: VOICES THAT CONTINUE TO MAKE A DIFFERENCE

In June, project teams across Kiewit recognized the 15th anniversary of Craft Voice in Safety (CVIS), a program built on an important commitment: giving the people closest to the work a direct voice in how work is performed safely.

Built on the principle of craft taking care of craft in partnership with management, CVIS empowers employees to identify hazards, raise concerns, share ideas and help develop practical solutions that support Kiewit's commitment to Nobody Gets Hurt. CVIS members also serve as trusted peer resources for their fellow craft employees, creating opportunities for conversations about mental well-being and other issues that can affect people at work and at home.

Marcella Santos, a crane operator with Kiewit since 2017, joined CVIS this year after turning down the opportunity several times.

"Finally, I said, 'Why not? I'm just going to give it all I got, and I'm going to join,'" Santos said. "I'm glad I did."

On her project, Santos said CVIS activities have included demonstrations, trivia, recognition and other creative ways to share safety information with craft. She said the approach has helped lift morale and bring the CVIS team and craft employees closer together. One of her favorite parts of the program is recognizing the people doing the work.

"When someone gets recognized, they feel good about their job and they want to do a little better," Santos said.

Santos and thousands of other CVIS members, CVIS leads and alumni have helped create a culture where open communication is encouraged, mentoring is valued and employees know their voices matter. Every conversation, safety walk, concern raised and improvement made has strengthened relationships between craft and management while helping create safer, more productive jobsites.

Santos also said she has seen CVIS evolve, particularly in the way management engages with the program.

"It's not just a meeting they're showing up to," Santos said. "It's something they're taking seriously and they're listening to us when we fight for craft and get them the things they need."

While many CVIS contributions happen behind the scenes, their impact is felt every day. That impact can be difficult to measure because some of the program's most important outcomes are the incidents that never happen. But Santos said every conversation, demonstration and connection in the field has the potential to help someone pause, think differently and make a safer choice.

"When we're delivering this information or connecting with craft, we could be saving lives," Santos said.

Fifteen years after its launch, CVIS continues to reflect Kiewit's investment in its people — an investment built on trust, collaboration and the belief that those closest to the work play the most important role in keeping one another safe.



POWERING THE BIG APPLE

*A new source of renewable energy now
lights the city that never sleeps.*

Some of the electricity that powers homes and businesses across New York City begins hundreds of miles away in Québec. Before it reaches the city's electrical grid, it travels underground and in major waterbodies from Canada across New York state. For more than three years, Kiewit crews helped build the land-based portion of that path.

Across New York state, crews installed approximately 147 miles of underground transmission line through farmland, wetlands and railroads. In Queens, another team built the Astoria Converter Station, where the power is converted from direct current (DC) to alternating current (AC) before entering the grid.

Together, those projects made up Kiewit's scope on the Champlain Hudson Power Express (CHPE). The 339-mile underground and underwater transmission system delivers 1,250 megawatts of renewable hydropower from Hydro-Québec to New York City — enough electricity to power more than 1 million homes while strengthening grid reliability and supporting the state's clean energy goals.

For Kiewit, CHPE marked the company's first high-voltage direct current (HVDC) project in the United States, a first-of-its-kind effort that would require new ways of planning, designing and building.

YEARS IN THE MAKING

As New York worked to reduce its reliance on fossil fuels and electricity demand continued to grow, the state sought a renewable energy solution that could deliver large amounts of power reliably without adding more overhead transmission lines. CHPE offered a different approach, moving hydropower from Québec to New York City through a fully buried and underwater system.



The path to construction took years, and Kiewit had been involved with CHPE long before crews broke ground. The project evolved through multiple rounds of estimating, engineering and planning before moving into construction. By the time work began, the route had been refined, more than 1,000 third-party stakeholders had been engaged and years of coordination had laid the groundwork for installing 556 cables averaging 3,500 feet in length.

BUILDING THE LINE

One of the team's first priorities was determining where work could start. The 147-mile transmission route was divided into five construction areas, with the original plan calling for crews to work linearly from Whitehall in upstate New York to Queens in New York City. Before work could begin in any location, however, the team had to make sure all approvals were in place.

The transmission route crossed a wide variety of landscapes, each with its own requirements. Easements had to be secured, environmental requirements had to be met and railroads, utilities and other stakeholders all had a role in determining when a section was ready for construction.

"We developed what we called a 'Go-No-Go Tracker' that broke the alignment length into wire pull sections," said Jeff Jones, Kiewit area manager. "It identified areas of work where we had the necessary easements, agreements and third-party approvals in place to complete an entire wire pull so crews could work efficiently."

Instead of progressing linearly from north to south, crews worked wherever the project was ready.

"It became like a quilt," Pierre Adam, Kiewit operations director, said.

As one section opened, crews moved in. If another was delayed, Kiewit shifted people and equipment elsewhere. The plan evolved almost daily, allowing work to continue while the owner obtained access to other parts of the route.

"One aspect of the project many people don't realize is that the land portion of the transmission line is not in easily accessible areas, so the team built (and removed) 105 miles of heavy haul access roads to get thousands of dump trucks,

1. Crews load a cable reel onto a heavy-haul trailer for transport along the Champlain Hudson Power Express transmission line route. 2. The switchyard and gantry are where the converted power leaves the Astoria Converter Station and enters New York City's grid. 3. Resistors, filters, reactors and capacitors route, control and safeguard the flow of power at the Astoria Converter Station.



concrete trucks, 80,000-pound cable reels and personnel vehicles to the work," said Travis Church, Kiewit project director.

Construction installation methods varied according to geographic location and site-specific constraints, including environmental conditions and proximity to existing infrastructure. In some areas, crews installed the underground conduit using traditional trenching. In others, they relied on horizontal directional drilling (HDD), a trenchless construction method that allowed conduit to be installed beneath the surface while minimizing disruption above ground. Across the project, Kiewit and four HDD subcontractors completed more than 300 HDD crossings totaling nearly 400,000 feet.

Every section required multiple solutions. Environmental specialists identified work restrictions before construction began while engineers, field teams and partners coordinated how each section would be built.

"It took a team committed to communicating early and often to successfully plan and execute the design intent," said Scott Prugh, Kiewit design engineering manager.

Despite a delay of approximately a year and two years of continually changing conditions, the team completed construction more than a month ahead of schedule and the

owner was able to achieve commercial operation months earlier than planned.

"CHPE was a project of coordination and collaboration," said Church. "We managed hundreds of third-party stakeholders and overcame massive access delays. It took teams with the patience and grit to plan and re-plan their work based on what was available instead of where they wanted to go. We also helped the owner finish developing the project as it was being built so they could achieve the commercial operation date they had promised the state of New York."

CONVERTING THE POWER

Electricity generated by Hydro-Québec's hydropower facilities must travel hundreds of miles to reach New York City. Direct current electricity transmits more efficiently over long distances. However, in order for that electricity to enter the city's electrical grid, it must be converted to alternating current that is used in our everyday lives.

While crews advanced the transmission line across New York, another Kiewit team was solving an equally complex challenge in Queens, building the converter station that would allow the renewable power to enter New York City's electrical grid.

"The Astoria Converter Station is really a first-of-its-kind project, not only for New York City, but also for Kiewit," Project Sponsor Travis Mohr said. "We brought together engineering teams from across the company to help deliver the project."

Kiewit's partner, Hitachi Energy, provided the HVDC engineering and technology that became the heart of the facility. Engineers, constructors and designers worked together from the beginning, learning the technology while developing a plan to build it.

"Because this was an EPC project, every design decision had to consider how the facility would be built. That close collaboration between engineering and construction was essential from day one," said Elisabeth Kidane, Kiewit design manager. Building the converter station meant coordinating with partners well beyond the project site.

"We had to integrate with people all over the world," Kiewit Project Manager Kendall Watts said. "Internally we were bringing together engineering and construction teams from across Kiewit, and externally we were working with Hitachi engineers in Sweden, India, England and other locations."

Kiewit crew on-site during construction of the Champlain Hudson Power Express, more than a three-year effort to install 147 miles of underground transmission line across New York state.



Closer to home, the team also met with New York City building officials, the fire department and other agencies early in the design process to address details that are unique to HVDC converter stations.

Building the converter station required more than integrating a new technology. The project's location in the middle of New York City introduced constraints that shaped nearly every design decision.

"Because of our proximity to LaGuardia Airport, some of the traditionally high-powered conversion equipment, such as the reactor yards and the DC equipment, which are usually installed outdoors, needed to be housed indoors within a controlled electromagnetic environment," Kidane said.

Those requirements influenced nearly every aspect of the design, from the building layout to the structural, mechanical and electrical systems. Engineers worked across disciplines to create a facility capable of containing electromagnetic fields while meeting strict temperature, humidity, flood, seismic and wind requirements.

When construction of the station concluded, it was ready for the transmission line arriving from the North.



Inside the Astoria Converter Station's reactor hall, reactors stabilize the power after it has been converted from direct current to alternating current in the adjacent valve hall.

A LASTING IMPACT

Today, the transmission line quietly carries renewable hydropower beneath New York to the Astoria Converter Station, where it enters the state's electrical grid.

Most people will never see the infrastructure that makes that possible. The line remains buried beneath the landscape, but its impact is already reaching homes and businesses across New York City.

For Kidane, the project's impact extends beyond the engineering.

"What means the most to me is where this project is located," she said. "This part of Queens has been burdened by fossil fuel emissions for decades. Being able to transform one of the city's most industrial sites into clean energy infrastructure that benefits communities across New York City is something I'm incredibly proud of."

Delivering that impact took years of planning, engineering and construction, but just as importantly, it required people willing to solve problems together.

"There's a common Kiewit culture that kind of weaves itself through everybody that works for Kiewit," Adam said. "It creates a foundation that's really easy to build a team on."

For Kiewit, CHPE delivered more than renewable energy. It established new capabilities in HVDC transmission and converter station delivery while demonstrating the value of integrated engineering, procurement and construction. From the earliest planning efforts to the final connection in Queens, that collaboration helped transform one of North America's most ambitious underground transmission projects into a new source of reliable, renewable power for New York City. **K**



KIEWIT INTERNSHIPS:

BUILT DIFFERENT

This summer, nearly 1,000 interns joined Kiewit teams across North America, stepping into offices and jobsites where the work is complex, the pace is fast and the expectations are high.

They worked alongside experienced teams, asked questions, worked with new tools, applied lessons learned and contributed to work already in motion.

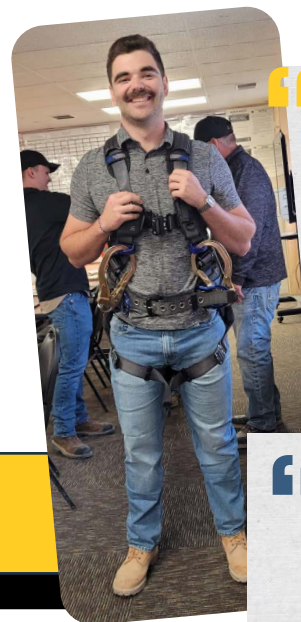
Here's what they said made their Kiewit internships feel "built different."

THE LESSONS:

Interns worked beside employees who took time to explain the work, set expectations and share the principles that guide their decisions. The advice they received — and the lessons they would pass along to future interns — centered on curiosity, preparation, communication and a willingness to embrace new challenges.

“During our morning planning meetings, we went over ‘The best preparation for tomorrow is doing today's work superbly well,’ and that is something that will stick with me for the rest of my career.”

JOSE RIVAS VAZQUEZ
FIELD/OFFICE ENGINEER INTERN
MALVERN, ARKANSAS



“My boss always tells me to ‘see the big picture.’ It can be difficult when I am working on a small part of a large project, but it is important to know the scope of the work being done. It makes me ask questions about the project as a whole when I am handed a new task to understand what I am working on much better.”

GABRIEL JAMES
FIELD ENGINEER INTERN | LOS GATOS, CALIFORNIA

“One of Kiewit's phrases that really stuck with me is ‘be a sponge.’ I value it because it reminds me that there is always something to learn from everyone around me, and it encourages both me and others to stay open to growth.”

BOBBIE LOWE-HUNT
FIELD/OFFICE ENGINEER INTERN | OMAHA, NEBRASKA



“Say yes to as many opportunities as possible. By being open to opportunities, you can open up doors for not only career growth but also personal growth — especially at Kiewit where there are so many career paths and the flexibility for you to experience things that interest you.”

KATHLEEN AWASON
FIELD/OFFICE ENGINEER INTERN
WESTLAKE, TEXAS

“Immerse yourself in the work as much as possible. Sticking close to the crews and seeking out your own opportunities to absorb information is a great way to learn more about the field and become a better engineer. You'll learn how to complete tasks more efficiently and safely, as well as learn how the craft communicates. Then, when you put together work plans, you can draft them in a way the crew understands best and that is better suited for the field.”

EMMA RADONS
FIELD/OFFICE ENGINEER INTERN
ELLCOTT CITY, MARYLAND



“Be willing to take on whatever challenges are thrown at you.”

I have been given the opportunity to fill in for field engineers, and both times I had to transition from learning the role to actively performing it. This gave me an inside look at the responsibilities of a full-time field engineer and the workload that comes with it. My willingness to work with multiple engineers has also opened opportunities that I did not expect going into my internship. Working with our survey engineer gave me the chance to fly drones and ultimately allowed me to get my drone pilot's license. On top of that, I've been handed office engineer tasks, so being moved around has allowed me to see more scopes of work than I expected going into the internship.”

DANIEL HIDALGO
FIELD/OFFICE ENGINEER INTERN
BRAWLEY, CALIFORNIA

THE OPPORTUNITIES:

This summer, interns contributed to active projects, took ownership of meaningful assignments and stepped into experiences that challenged them to grow.

From supporting major lifts and developing work plans to helping prepare bids, leading presentations and working alongside craft professionals, their proudest moments reflected the trust placed in them. **K**



“ This summer, I got to climb our tower crane, which is a little less than 300 feet tall. When I reached the top I walked the back end of the crane and got to climb even higher to the tower's peak. ”

MADYSEN NGUYEN
ENGINEER INTERN | VICKSBURG, MISSISSIPPI

**MEASURE TWICE
CUT ONCE**

“ One of my proudest moments this summer was supporting the lift and mobilization of the 330,000-pound BG-45 drill rig. Being involved in the planning, coordination and execution of a lift of this magnitude provided invaluable field experience and a firsthand look at the teamwork, safety and precision required to deliver major construction milestones. This experience challenged me to grow both technically and professionally, making it one of the most memorable moments of my internship. ”

IVAN PUN
ENGINEERING INTERN
SQUAMISH, BRITISH COLUMBIA

“ Our project team volunteered with a local animal shelter on its building. We replaced an old deck structure, built new ramps for their dogs and installed a gutter over their deck. We got to spend a lot of time with the shelter volunteers, give the dogs all the attention they wanted and make the local community happy, all at the same time. I was very proud to wear Kiewit yellow throughout the entire process. ”

TREVOR JORDAN
FIELD/OFFICE ENGINEER INTERN
BATON ROUGE, LOUISIANA

**DO IT RIGHT
THE FIRST TIME**

“ My proudest moment from my internship was overseeing an important generator swap. Working with our trade partners, we were able to swap our generators for different, higher-kW generators. By the end of Sunday, we had everything hooked back up and restored power to the office trailers so staff could continue work on Monday. ”

DYLAN FRITZ
FIELD ENGINEER INTERN
ABILENE, TEXAS

“ My proudest moment was being a big part of helping estimate and bid two large projects with my coworkers. Seeing two projects from the start to the end of our bid process and being a major part of both felt amazing. Being trusted with large and important parts of the bidding process and seeing them through made me immensely proud. Working with the other interns in the office and my mentors gave me a great experience this summer. ”

COLIN KELLIHER
FIELD/OFFICE ENGINEER INTERN
CRANFORD, NEW JERSEY

“ One of my favorite moments this summer was being part of my first night pour. That placement represented several hours of planning, coordination and hard work to ensure our team met the schedule. The staff and craft professionals I've worked with are what make this experience so rewarding, and I am incredibly grateful for the opportunity to learn from them. ”

NATE BOTTAREL
FIELD ENGINEER INTERN
CAYUGA, INDIANA

**Ain't nothin' to it,
but to do it.**



1. Anurag Bhowmick, Structural Intern, Laval, QC 2. Mateen Yaseen, Field/Office Coordinator Intern, Oakville, ON 3. Chunhui Billings (center), Field Engineer Intern, San Diego, CA 4. Meghan Knier and Allison Kilzer, Business Services Interns, Omaha, NE 5. Grace Eiesland, Equipment Engineer Intern, Port Arthur, TX 6. Danielle Weeks, Field/Office Engineer Intern, Baltimore, MD



10-4



BUILDING FOR - GENERATIONS -

As the United States marks its 250th anniversary, Kiewit looks back on helping build the infrastructure that moves, powers, protects and connects communities across the country for more than half the nation's history.

Every day across the United States, thousands of Kiewit employees head to offices and jobsites to work on projects that help move the nation forward. Together, their contributions continue a legacy 142 years in the making.

That legacy began in Omaha, Nebraska, in 1884, with a small masonry contractor helping build a growing city in the heart of the country. As America grew, Kiewit grew with it, building highways, power systems, water infrastructure, transit, public works and places where communities gather.

From the Great Depression through World War II to today's demands for more resilient infrastructure, expanded clean water systems and new energy solutions, the company's work has continued to meet the needs of the nation.

ANSWERING THE NATION'S CALL

Kiewit has a long history of delivering federal infrastructure projects, especially when the country needed it most.

Throughout World War II, the company supported the national defense effort by building military bases, airfields, shipyards and other critical facilities across the country.

When Kiewit launched its employee magazine in 1945, Peter Kiewit reflected on the company's wartime work, crediting employees' "loyal, patriotic and efficient support" with helping the company establish "an enviable record in every section of the United States."

That same commitment continues today. Kiewit teams support federal, defense and public-sector clients on projects that require careful planning, close coordination and a clear understanding of the institutions, communities and missions those projects serve.

HONORING A LASTING COMMITMENT

Through the years, Kiewit has received federal recognition for its support of national defense and military service members.

In 1943, the company received the Army-Navy "E" Award for excellence in war production. More than eight decades later, Kiewit received the 2024 Secretary of Defense Employer Support Freedom Award, the Defense Department's highest recognition for employers supporting National Guard and Reserve members.

The two honors recognize different forms of service across different eras, but together they reflect a continuing commitment to the country and the people who serve it. **K**



1. In 1939, Kiewit was awarded its largest contract to date to build 760 barracks and support facilities at Fort Lewis, Washington. Work was completed in just 90 days. 2. Kiewit's rehabilitation of Arlington Memorial Bridge extended the life of the historic Potomac River crossing between the Lincoln Memorial and Arlington National Cemetery. 3. Kiewit received the Army-Navy "E" Award in 1943 for excellence in war production after completing work at an air base in Liberal, Kansas. 4. Kiewit representatives accept the 2024 Secretary of Defense Employer Support Freedom Award.

GROWING WITH AMERICA

As America's needs evolved, Kiewit expanded its capabilities to help meet them. What began as a masonry business grew into work spanning transportation, mining, water, power, industrial construction and more. These milestones trace how Kiewit entered new markets, took on new challenges and built what the country needed next.

1930s

TRANSPORTATION

The Great Depression reduces demand for commercial building construction, leading Kiewit to venture into the highway construction business. After the Federal Highway Act of 1956 authorizes the Interstate Highway System, Kiewit builds more lane miles of the system than any other contractor.



1943

MINING

Kiewit enters the coal mining business at Big Horn Mine near Sheridan, Wyoming.



TODAY

Drawing on its experience as both a contractor and mine owner, Kiewit supports the full mine life cycle, from planning, engineering and infrastructure development to contract mining, mineral processing, operations and reclamation.



1900

BUILDING

Kiewit Brothers builds the Bekins Warehouse, its first project as a general contractor in Omaha, Nebraska.



TODAY

Kiewit delivers building projects of all sizes across sectors including cultural, federal and government, healthcare, mission-critical, sports and entertainment, transit and aviation, and university and education.



TODAY

Kiewit combines in-house engineering and self-perform construction capabilities to deliver transportation infrastructure across aviation, bridges, rail and transit, roads and tunnels.

1946

WATER

Kiewit takes on its first contract on California's Friant-Kern Canal, eventually building 100 of the canal's 152 miles.



TODAY

Kiewit provides integrated engineering and construction solutions for water and wastewater treatment, reuse, storage and conveyance projects, including dams and hydropower facilities, desalination and industrial water systems, and pump stations.



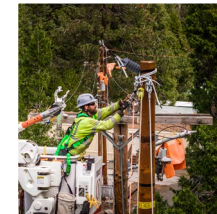
1952

POWER

Kiewit is selected to build a \$1.2 billion gaseous diffusion plant in Portsmouth, Ohio.

TODAY

Kiewit provides integrated engineering, procurement, construction and commissioning solutions across natural gas, nuclear, solar and geothermal generation; battery and long-duration energy storage; carbon capture; and power delivery infrastructure.



2018

INDUSTRIAL

While Kiewit and its subsidiaries have worked on many industrial projects throughout history, industrial becomes an official company market.

2023

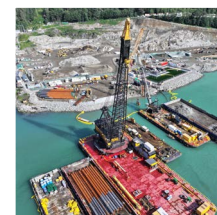
MARINE

Kiewit officially enters the marine market when acquiring Weeks Marine, Inc. and its subsidiaries, building on the company's long history in marine and port construction.



TODAY

Kiewit delivers integrated engineering and construction solutions across marine construction, dredging and coastal resiliency, supported by one of North America's largest marine fleets and extensive self-perform capabilities.



1966

OIL, GAS & CHEMICAL

Construction begins on a 1,300-acre petrochemical plant in Louisiana.

TODAY

Kiewit provides integrated project development, engineering, procurement, fabrication, construction and commissioning solutions across upstream, midstream, LNG, petrochemicals, refining, renewable fuels and emerging energy projects.



TODAY

Kiewit provides integrated solutions from feasibility and project development through engineering, procurement, construction, commissioning and startup for data centers; industrial energy and water; mining, minerals and metals; process and manufacturing; and semiconductor facilities.



A LOOK BACK

Revisit America's bicentennial year with a message from then-CEO Bob Wilson.



SAFER PASSAGE

Season by season, the I-70 West Vail Pass team is transforming how motorists, trail users and wildlife move through one of Colorado's most challenging mountain corridors.

Every spring since 2021, as snow begins to melt across Colorado's Rocky Mountains, construction returns to Interstate 70 (I-70) over Vail Pass. Thousands of travelers make their way toward resorts, hiking trails and mountain communities, while freight traffic moves through one of the state's busiest transportation corridors.

For the Kiewit Infrastructure Co. team working on the I-70 West Vail Pass project, spring marks the beginning of another compressed construction season. Unlike most highway projects, work on Vail Pass cannot continue year-round. Harsh mountain winters, frequent snowstorms and elevations topping 10,000 feet have limited fieldwork to roughly five months each year. When winter arrives, construction pauses, but the team's focus on improving continues.

What could have been viewed as a significant obstacle has become one of the project's greatest advantages. The team used each offseason as an opportunity to evaluate every aspect of their work.

"After each season of work, we were able to come together as a team and ask ourselves how we can improve at least 10% for the next season," said Construction Manager Fred Foglesong.

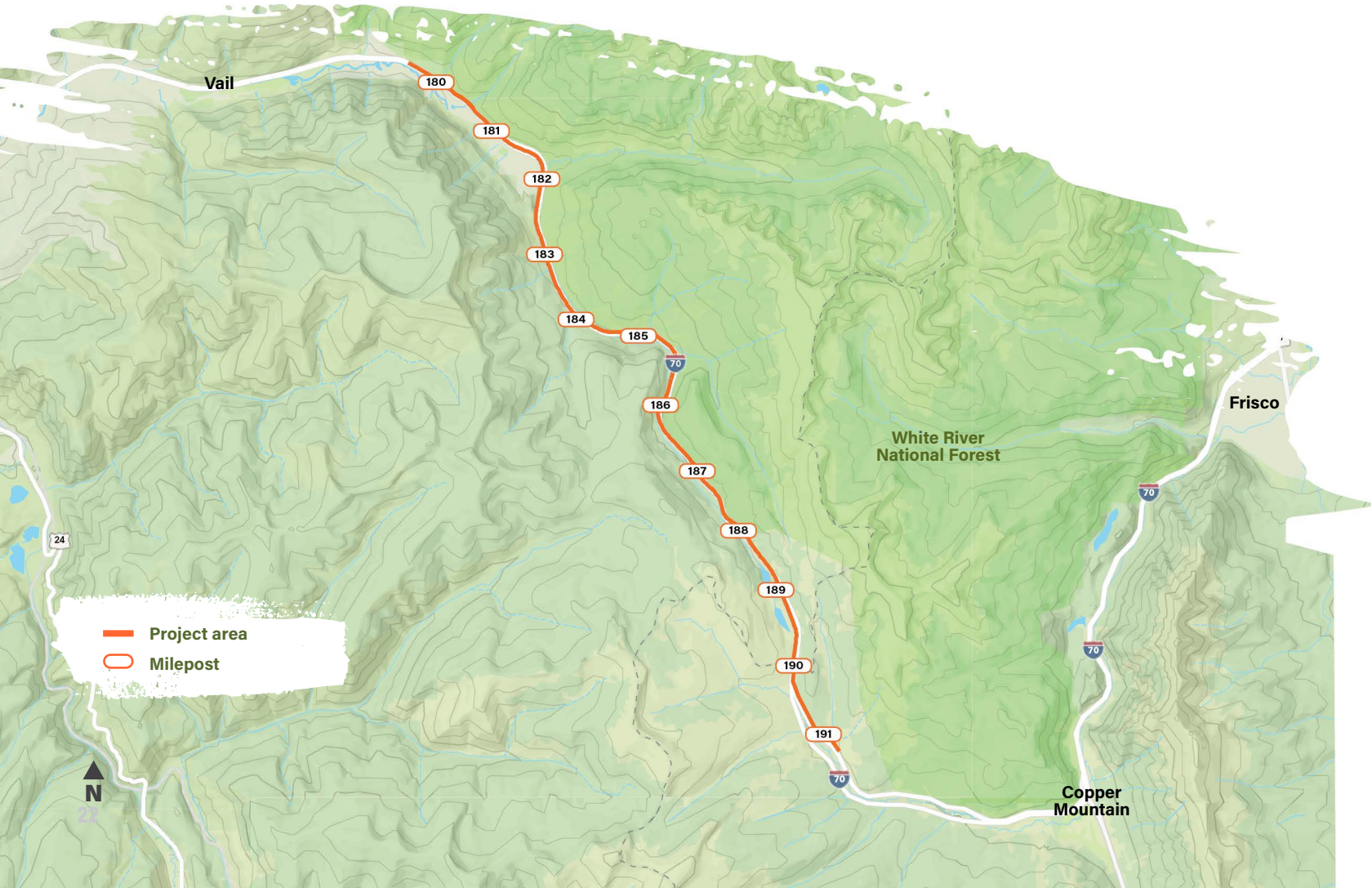
"The offseason gave us the opportunity to stop, reset and optimize," added Project Manager Ryan Konen.

The continuous improvement mindset shaped nearly every decision made throughout the six-year project.

REIMAGINING VAIL PASS

Stretching approximately 10 miles along I-70 in Vail, the project addresses one of Colorado's most heavily traveled and historically challenging sections of interstate. During peak summer months, more than 32,000 vehicles travel the corridor each day, navigating a roadway with steep grades, sharp curves, changing weather conditions and heavy commercial truck traffic.

The scope



Years of crash data and significant hours of full road closures prompted the Colorado Department of Transportation (CDOT) to reimagine the corridor with one goal in mind: improve public safety and travel reliability.

Achieving that goal required extensive roadway and bridge improvements, relocation of sections of the adjacent Vail Pass Recreation Trail and upgrades to drainage, traffic-monitoring and communications systems.

CDOT and Kiewit approached the corridor as an interconnected system, combining roadway and structural improvements with technology, environmental protections and features designed to reduce risks for motorists, trail users and wildlife.

Construction began with a new runaway truck ramp with a hazmat collection system, which was completed in late 2021. Its straighter alignment is designed to reduce the risk of rollovers and resulting hazardous material spills, and the ramp has already been used an estimated 40 times in emergencies since its completion.

Other improvements, including curve corrections, wider shoulders and an eastbound auxiliary climbing lane for slower vehicles, will improve traffic flow and give emergency responders more room to safely manage incidents without closing the entire interstate. Wildlife



crossings and fencing will provide safer passage for animals while helping reduce vehicle collisions.

Delivering that interconnected scope in five-month windows meant the team could not afford to approach the same operation the same way twice.

LEARNING BETWEEN SEASONS

The seasonal construction schedule naturally divided the project into repeatable operations. One year, crews built a wildlife crossing. The following season, they built another. The same was true for bridge construction and several other major work activities.

After completing each construction season, project leaders gathered to review what worked, what didn't and where efficiencies could be gained. The team updated work plans, used photos to document successful approaches and shared field experience before crews returned the following spring.

The offseason reviews also gave the team an opportunity to respond to feedback from the public. In 2025, three separate contracts were underway on Vail Pass, each with its own work zone traffic layout. Based on community feedback, CDOT and Kiewit combined the three layouts into one corridor-wide traffic control plan to make the area easier to navigate.

"By aligning our traffic management strategies into a single, cohesive approach, we significantly improved the experience for the traveling public," said Karen Berdoulay, CDOT Region 3 East program engineer. "Achieving a 100% score on the independent traffic control review is an exceptional result that speaks volumes about the team's dedication to safety."



1. Constructing the wildlife crossings required excavating an area under the interstate. These arch-shaped bypasses will accommodate creatures of all sizes to safely pass through. 2. The construction crew installs and secures a structural anchor, working together to keep the project moving forward.

The team also drew on experience from across Kiewit. Before building the wildlife crossings, project leaders consulted other Kiewit teams that had recently completed similar structures and incorporated those lessons into their work plans.

"We didn't have to reinvent the wheel," Konen said. "We were able to take what they learned, blend it into our work plans and improve from there."

ELEVATED PROBLEM SOLVING

The mountain environment challenged the team to rethink even routine construction decisions. Supplying materials became one of the project's biggest logistical tests.

Anatomy of a safer corridor

Building a safer Vail Pass required a complex mix of roadway, structural, technology and environmental improvements, along with consideration for how those features will be maintained over the long term. Each element addresses a distinct challenge while contributing to the reliability and resilience of the corridor as a whole.

Roadway and Emergency Access

- Reconstructing the runaway truck ramp with a straighter alignment to reduce rollover risks and hazardous material spills
- Correcting curves, widening shoulders and adding an eastbound auxiliary climbing lane for slower traffic
- Replacing bridges and upgrading roadway barriers

Weather and Wildlife

- Improving avalanche mitigation systems
- Building wildlife crossings and installing fencing to guide animals toward safer passage

Traffic Technology and Communications

- Modernizing traffic cameras
- Replacing fiber-optic communications infrastructure
- Providing more reliable, real-time information to transportation officials

Trails and Waterways

- Relocating sections of the Vail Pass Recreation Trail farther from interstate traffic
- Upgrading drainage systems
- Preventative maintenance of existing culverts
- Permanent sediment ponds to collect winter traction sand



Crew members place a tub girder for the new bridge. Its tub-shaped design provides the strength needed to resist bending and twisting forces, helping support the bridge under years of heavy traffic.

Local asphalt prices were high, so the team elected to haul asphalt from Kiewit's own Front Range plants. The unconventional approach required careful coordination across a two- to three-hour haul through mountain terrain but ultimately saved more than \$1 million.

The project also required flexibility as construction costs rose nationwide. Working collaboratively with CDOT, the team helped refine project scope to maximize benefits while preserving the long-term vision for the corridor.

CDOT Resident Engineer John Kronholm said the team's winter planning was another important part of keeping the project costs on track.

"The team's proactive winter planning helped address funding challenges while maintaining the project's scope and schedule," Kronholm said.

PROTECTING PEOPLE AND PLACE

While the finished corridor was designed to protect the traveling public, delivering it safely required equal attention to the people performing the work and the environment surrounding them.

Each season began with a review of the previous year's incidents and lessons learned, followed by renewed

emphasis on mountain-specific best practices. Weekly operator summits focused on safely operating equipment on steep grades, while Life-Saving Action (LSA) assessments encouraged everyone on site to actively identify and correct potential hazards.

"Last year, we were recognized as best in our region for the execution of LSA assessments, and we're working to repeat that performance," said Foglesong.

That same attention to risk extended to the surrounding environment. Sediment containment ponds were constructed to capture sand, salt and roadway debris before runoff reached nearby Black Gore Creek, while temporary drainage and erosion-control systems protected the site and surrounding waterways during spring snowmelt and sudden mountain storms.

LEAVING A LASTING IMPACT

With construction scheduled to wrap up in November 2026, a corridor once defined by tight curves, narrow shoulders and competing uses is becoming safer and more predictable for motorists, emergency responders, trail users and wildlife.

For Foglesong, who grew up in Colorado, the project carries an even deeper meaning. He remembers navigating the corridor's tight curves and narrow roadway, with the recreation trail running alongside interstate traffic. For him, knowing future generations will experience a safer, smoother drive has made every challenge worthwhile.

"When people drive through here years from now, they'll probably just say, 'This is a nice road,'" he said. "They won't see the years of planning, collaboration and improvement that made it possible." **K**

