



INFRASTRUCTURE

MINING & METALS

NUCLEAR, SECURITY & ENVIRONMENTAL

OIL, GAS & CHEMICALS

Dream Big

Sustaining Our World

Sustainability Report 2017

CONTENTS

- 2 Executive Letter
- 3 2030 Sustainability Targets
- 4 Expanding More Than Mines
- 6 Giving More Than Time
- 8 Building More Than Rail
- 10 Supplying More Than Water
- 11 Powering More Than Energy
- 14 Securing More Than Gas Supplies
- 16 Protecting More Than Public Health and Safety
- 18 Innovate and Create
- 20 Performance
- 21 About Us
- 25 Vision, Values, and Covenants
- 26 About the Report
- 27 Performance Index
- 30 Assurance Statement
- 32 Leadership

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Sabine Pass Liquefaction LA, USA



Executive Letter

Dear customers, colleagues, partners, suppliers, and friends:

We are pleased to share how Bechtel is putting sustainability at the heart of our effort to deliver extraordinary projects to our customers.

Underlying the stories featured in this year's report is the message that *how* we deliver projects for our customers matters as much as *what* we deliver.

In 2016, together with our customers we:

- Reused treated industrial wastewater to develop a natural carbon offset system for the Gujarat refinery project in India.
- Expanded access to new business opportunities for nearly a dozen Aboriginal firms at the Amrun bauxite mine project in Australia.
- Generated more power for homes and businesses from the Stonewall combined cycle gas power plant in Virginia without using additional fuel or producing more emissions.
- Applied the "circular approach" to minimize waste by maximizing the reuse of food, plastics, wood, and other materials at the Wheatstone liquefied natural gas project in Australia.
- Used an advanced sustainability certification standard to design maintenance facilities for the Edmonton Valley light-rail project in Canada.

These are just a few examples of how we're putting our commitment into action.

We also further integrated sustainability across our business, which included more than 50 new policies, procedures, and programs to help achieve our ambitious goals and targets by 2030.

This year we saw the world bolster its efforts to eliminate the scourge of forced labor and human trafficking, including in global supply chains and on construction sites. Bechtel is proud to be a founding member of *Building Responsibly*, a coalition of global engineering and construction companies dedicated to improving worker welfare standards.

Finally, as our markets, customers, and industries evolve, Bechtel, too, evolves. We are actively testing and incorporating new technologies, big data, and analytics to deliver projects that will be smarter, safer, greener, and cost-efficient for our customers and society.

Over the next decade, we have an opportunity to shape sustainability in our industry and define what good looks like. We will meet this challenge with our customers and partners because it will not only build better projects—it will make the world a better place.

Brendan Bechtel
Chairman & Chief Executive Officer

Jack Futcher
President & Chief Operating Officer



Left:
Brendan Bechtel, Chairman & CEO
Right:
Jack Futcher, President & COO

2030 Sustainability Targets

BY 2030, BECHTEL WILL:

IN 2017, BECHTEL WILL:

UNITED NATIONS SUSTAINABILITY DEVELOPMENT GOALS (UN SDG)

Contribute 100 ideas to help achieve the United Nations Sustainable Development Goals.

- Collaborate with diverse partners to deliver four practical solutions to key stakeholders and forums affiliated with the UN Sustainable Development Goals (SDG).
- Focus on building resilient infrastructure, promoting sustainable industrialization, fostering innovation, affordable and clean energy, and making cities inclusive, safe, resilient, and sustainable.

Supporting alignment with UN SDG 6, 9, 11, 13, 17

Improve the resilience of 5 million people to natural hazards through voluntary initiatives.

- Engage three strategic project partners that will improve the resilience of approximately 100,000 vulnerable people.
- Use social media to build a global community of interest to generate greater awareness and sharing of solutions around community resilience.

Supporting alignment with UN SDG 6, 9, 11, 13, 17

Use sustainable alternatives to reduce our environmental footprint on 100 percent of our key projects and non-project facilities.

- Identify four key projects and offices as pilot projects to test and refine measurement methodologies.
- Develop and test a new data management system to collect sustainability data from projects and non-project facilities.

Supporting alignment with SDG 6, 7, 9, 11, 12, 13, 14, 15

Engage 100 percent of our key suppliers to promote sustainability in the delivery of materials and services within their own supply chain, including preventing modern-day slavery.

- Identify key suppliers for pilot engagement to refine engagement methodologies.
- Use enhanced methodology and predictive analytics to identify supplier sustainability opportunities and human rights risks.

Supporting alignment with SDG 8, 12, 17



Expanding More Than Mines

The Amrun project comprises the engineering, procurement, and construction management for Rio Tinto Group's bauxite mine, processing plant, dam, tailings storage facility, roads, export wharf, ferry terminals, and accommodation village on Australia's Cape York Peninsula in the state of Queensland. Bechtel is involved with Amrun's expansion, which will increase Rio Tinto's capacity and reduce its cost to produce the bauxite ore used to make aluminum. The mining complex, which is expected to begin shipping bauxite in 2019, will produce about 23 million metric tons of the material per year.

Engaging Community Partners

At the request of the indigenous Traditional Owners, the project is known as Amrun. This is the Wik-Waya-language name for the Boyd Bay area where the new mine will be built.



"Our ancestors, the old people, look after me here. I like sharing the stories about our country passed on to me by my dad. The people I work with want to know about the land and the Wik-Waya culture."

Helen Karyuka

Surveyor's assistant and daughter of Wik-Waya elder



Rio Tinto Aluminium Weipa

Before work on the project began, Rio Tinto and the Wik-Waya Traditional Owners collaborated to develop the Amrun Communities, Heritage, and Environment Management Plan. Bechtel ensures that work at the project aligns with the plan, which provides a framework whereby Rio Tinto, Bechtel, and Traditional Owners work together on managing the land in a way that meets business needs and Traditional Owner aspirations through construction and into operations.

The mine is being built to carefully manage cultural heritage sites, such as places with ritually scarred trees, stone tools, and shell mounds, ensuring that cultural and environmental values are protected for future generations. Furthermore, through the creation of a Land & Sea Management Program, Traditional Owners are actively involved in both planning and participating in cultural heritage and environmental management activities.

Archaeologists and Traditional Owners survey all areas disturbed or cleared for construction. Findings from these surveys influence the design of various infrastructures to avoid places of cultural significance and to record archaeological finds.

Bechtel and Rio Tinto also worked with Traditional Owners to protect local biodiversity, like nesting sea turtles, throughout the construction of roads and marine facilities. For example, to safeguard the turtles, the construction did not use artificial light or change the grade of the coast, which could have disrupted their nesting activities.



"A true highlight of my career is how my interaction with the Traditional Owners evolved into a deeper, meaningful engagement over time."

Andy Riddle

Construction Coordinator

Supporting Local Economic Development

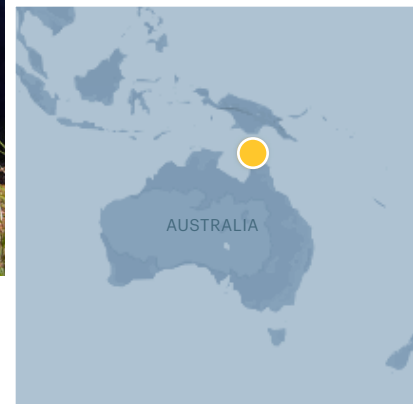
The project's construction will employ about 1,100 people at its peak. At the end of 2016, 11 Aboriginal businesses were among the 58 subcontractors from the Western Cape region to be hired on the \$1.9 billion (AUD\$2.6 billion) project. Any contractor receiving more than \$1 million is required to submit a plan for managing the participation of local and indigenous workers.

12°42'07"S | 142°04'01"E

Amrun Queensland



Image Copyright © 2017 Rio Tinto



Giving More Than Time

The Ethiopian town of Weledi is a hub for thousands of people in the country's northern highlands near Africa's Great Rift Valley. With the only paved road for miles, it's where people from throughout the region come for medicine and health care, school, and shopping.

Just 200 miles from Addis Ababa, the capital of Ethiopia, Weledi and the surrounding 18 villages have limited, primitive public sanitation facilities, contributing to health risks for the community and the thousands of people who visit the market on a regular basis. While about 75 percent of Ethiopia's health challenges are attributed to disease from unsafe water and poor sanitation, these environmental hazards, combined with malaria and poverty, give the Weledi area a high mortality rate.



"It was great to apply our skills to help the town. Through better sanitation, access to clean water, and local know-how, the Weledi community is more resilient."

Po Yan Ho
Senior Pipeline Engineer



Engineers Without Borders

As part of an Engineers Without Borders team, Bechtel colleagues worked with the village of Weledi to build latrines and handwashing stations at the public marketplace to prevent water-borne illnesses.

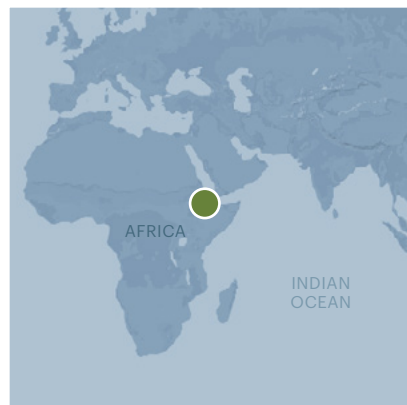
The townspeople were involved in the health assessment, water and soil testing, and a road survey in preparation for the construction. Bechtel volunteers and their teammates trained students from the community to test water quality using a pH meter and Petrifilm. They also helped review the community's existing health activities, which enabled the town to develop a plan to expand its health education and prevention programs. This included partnering with the non-governmental organization Outreach Ethiopia to distribute educational and health supplies to families.

The team provided the engineering, local procurement, and construction supervision to build the latrines, which will contain waste and prevent groundwater contamination. Bechtel volunteers and their teammates also collaborated with schools and clinics to teach water, sanitation, and hygiene management.

The sustainable outcomes are notable. The project will benefit nearly 10,000 people. The latrines will enable market vendors to keep their stores open longer, increasing their income to support their families. Everyone will have access to cleaner, safer restrooms, as well as the knowledge to prevent illnesses from environmental hazards.



10,000
people will benefit



Building More Than Rail

Bechtel is building Edmonton's Valley Line light-rail transit extension, the largest infrastructure project undertaken by Alberta's capital city in Canada. It will expand the commuter-rail system by eight miles (13 kilometers), linking the urban center to distant suburbs across the Saskatchewan River. Edmonton has committed to reducing its carbon footprint by 111,000 tons per year by purchasing renewable energy, which will provide electricity from cleaner sources to power the trains.

Generating Opportunity

The project is expected to create about 650 local jobs over its life. This is in addition to the hundreds of jobs that local procurement opportunities will generate. Nearly 90 percent of project orders and subcontracts have been awarded to companies in Alberta and elsewhere in Canada.

Saving Energy

While the system is designed to slash energy use from the trains by as much as 30 percent using a technology that stores and reuses energy from braking, it will also save on heating, cooling, and lighting its stations. The extension's Davies Station and Churchill Connector will use passive temperature



"Given the unique challenge of building in urban settings while protecting communities and the environment, sustainability is absolutely central in public infrastructure development."

Keith Hennessey
Principal Vice President and Head of Public-Private Partnerships



Saskatchewan River

control to heat and cool the stations by controlling sunlight and shade.

The maintenance facility was designed to achieve the U.S. Green Building Council's Leadership in Energy and Environmental Design's Silver certification. The third-party rating system assures the facility is built to save energy and water, reduce waste, and create a healthier indoor environment for workers.

Protecting the River Valley

The Saskatchewan River that cuts through the middle of the city is fundamental to Edmonton's urban identity. It not only provides the city's drinking water, its steep, 18,000-acre valley contains more than 20 parks.

Together with its partners, Bechtel removed trees only outside the bird-nesting season and committed to planting about 17,000 more plants. To preserve the native ecosystem, the project is sourcing the replacement plants from within 200 kilometers (124 miles) and collecting seeds from 50 native species to replant as work is completed.

PARTNERING FOR LONG-TERM SUSTAINABILITY

Bechtel and other TransEd Partners are investors in the project along with the city of Edmonton. The partners are responsible for operating and maintaining the system for 30 years in addition to designing and building the project. All partners are focused on long-term value and operational efficiency with sustainability as a key driver, including reducing energy use, water consumption, and waste generation.

Reduce, Reuse, and Recycle

To extend the transit line across the river, Bechtel is removing an existing footbridge and building a new one, as well as digging 700 meters of tunnel from downtown Edmonton to the riverbank.

During the demolition of the Cloverdale Footbridge over the Saskatchewan River, the company recycled 160 metric tons of steel. Bechtel also recycled 6,600 tons of concrete produced from the roadwork, building demolition, and removal of the footbridge. This cuts both waste and removal expenses—saving millions of dollars—and provides material for constructing foundations and roadbeds. These efforts, among others, helped divert about 98 percent of the project's waste away from landfills.

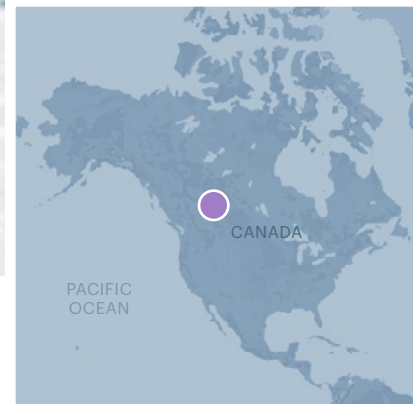


"The North Saskatchewan River Valley is what most defines the city. It's the place where everyone goes to play, where people go to commune. It's a big symbol of the community. That translates into wanting to be a good steward of the environment when you're working in the river valley."

Larry Melton
Project Manager, Edmonton Light Rail

53°32'34"N | 113°30'14"W

Edmonton Valley Line Light-Rail Alberta



Supplying More Than Water

Reliance Industries Ltd. and Bechtel developed a system to create the water Reliance needs to run the world's biggest oil refinery, despite the plant's location in India's arid state of Gujarat. The plant also produces enough surplus water to support a 1,600-acre ring of trees and plants surrounding the facility, as well as Asia's largest mango farm.

Looking to the Sea

The refinery gets about 44.4 million gallons (168,000 cubic meters) of water per day from treating seawater in its reverse-osmosis desalination plant. Designed and built by Bechtel and Reliance, the desalination capacity for the refinery is about 105 million gallons of water per day.

Nurturing a Natural Carbon Offset

The refinery recycles all the water needed to support its general operations—everything from drinking water and fire suppression reservoirs to removing impurities during the oil refining process.



450

workers employed in the green belt

Some of that desalinated water is also used to irrigate millions of trees cultivated around the refinery's perimeter that help to offset carbon emissions. The green belt, developed by Reliance, contains more than 200 species of plants, including 3.2 million trees. More than 50 species of wildlife thrive in this ecosystem, including peafowl and

other birds, antelope, mongoose, monitor lizards, jackals, and hedgehogs. The green belt alone employs as many as 450 workers including horticulturalists and agricultural scientists.

Conserving Energy

The high amount of energy to pressurize incoming seawater is a key sustainability challenge for desalination. The facility reuses the excess energy from the discharge process to boost the pressure of incoming seawater. This reduces the overall energy needed to pressurize the water by more than half, or about 143 gigawatt hours per year—equivalent to the annual electricity used by roughly 13,200 U.S. homes.



+50%

reduction in overall energy requirements



FARMING MANGOS

Water scarcity is a major constraint to economic development in agriculture-dependent Gujarat. The surplus desalinated water from the refinery maintains a 477-acre orchard—Asia's largest mango plantation that produces mangos for export. The trees are watered using drip irrigation, which uses about half as much water as surface irrigation.

22°28'12"N | 70°04'12"E

Jamnagar Oil Refinery Gujarat



Powering More Than Energy

The new 778-megawatt Stonewall Energy Center in Loudon County, Virginia provides the electricity the community needs while protecting its water, wildlife, and other natural resources.

Generating Cleaner Power

Stonewall was designed to be one of the country's most efficient combined cycle power plants. The plant burns natural gas, which emits about half the carbon dioxide of coal when burned and uses the most efficient generating technology available. The byproduct heat from the turbine's exhaust is harnessed to drive a separate steam turbine, procuring 50 percent more power without using additional fuel.

Constructing Sustainably

Built in a valley at the edge of the Blue Ridge Piedmont region, a flattened plateau needed to be created before construction could begin. Instead of buying construction aggregate like sand, crushed stone, or gravel, Bechtel brought in a rock crusher to create the needed gravel from existing rock, which not only saved the project more than \$2 million, but also reduced waste by more than 200,000 cubic yards (153,000 cubic meters).



200k

cubic yards of waste reduction



"I grew up in Maryland boating, fishing, water-skiing. I love everything about the Chesapeake Bay. Heading to college, I said, 'I'm going to be a water treatment engineer and I'm going to save the Chesapeake Bay.' I became an engineer with Bechtel to apply that on a bigger scale and not just focus on one watershed."

Jill Crone
Power Island Coordinator

Bechtel systematically collected data on fuel and electricity use, creating a metric of energy use per job-hour, which will be comparable across different projects. This effort will show—for this project and future ones—how much energy is being used, equipping Bechtel with more precise data to generate sustainable, cost-efficient alternatives.

The Stonewall project also procured more than \$16 million of goods and services with local businesses, employed 800 local workers during construction, and created 30 permanent positions.

Minimizing the Water Footprint

Because power plants create significant heat as well as power, they can be extremely water-intensive. Most of the 5 million gallons of water Stonewall uses per day is returned to the atmosphere through evaporation after it cools the plant's turbines. Stonewall begins by supplying its water needs using the output from the local wastewater treatment facility. Sanitized water undergoes further treatment to be used in the plant and 100 percent of the facility's own wastewater is reused on the site. In addition, by using the treated wastewater that would be discharged into the Potomac River, the plant diverts the flow of potentially harmful nutrient pollution away from the sensitive Chesapeake Bay watershed.

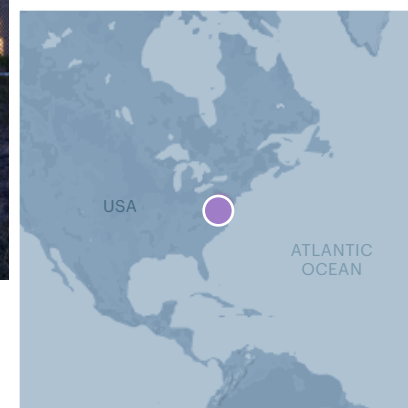


"We are on a mission to minimize our carbon footprint everywhere we can—and we are. By working toward this sustainability goal, we also expect to reduce costs."

Michelle Golden
Environmental Services Manager, Infrastructure

39°03'27"N | 77°32'36"W

Panda Stonewall Energy Center Virginia, USA



Securing More Than Gas Supplies

The Chevron-operated Wheatstone LNG Plant on the coast of Western Australia is one of the continent's biggest natural resource projects. It will have the capacity to supply 8.9 million metric tons of liquefied natural gas per year—equal to 5 percent of Asia's 2017 use—to meet the soaring demand for cleaner energy in the Asia-Pacific market. Wheatstone will also deliver 200 terajoules per day (2.2 billion cubic meters per year) of gas to Western Australian consumers.

Bechtel is performing the engineering, procurement, construction, construction management, and commissioning of facilities to process and liquefy the gas, the tanks that store the fuel at -260 Fahrenheit (-162 Celsius), and the export terminal.

Using Data for Dredging

One of the most ecologically sensitive tasks Chevron and Bechtel performed involved some of the most advanced data analytics used at the project. To dredge the plant's 10-mile (16-kilometer) channel, Bechtel participated in a program that used sensors to continually monitor water quality between work zones and sensitive areas such as coral reefs and seagrass communities. Meanwhile, engineers used real-time models of winds, tides, currents, and other weather information to predict how sediment kicked up by the work would disperse.

Before dredging began, Bechtel and Chevron conducted extensive studies of marine habitats and developed a comprehensive dredge management and monitoring plan that was approved by both state and federal governments.



Ningaloo Marine Park

Throughout the dredging, engineers used waterlogging instruments to measure sediment in the water and satellites to transmit data in near real-time to the monitoring team. Remote-operated vehicles took high-resolution images of marine life to assess any changes. Workers continually refined the model and responded to any environmental changes. The timing and location of dredging activities were also managed very closely to reduce impacts on the surrounding environment and ecologically important events such as coral spawning.

Reef areas closest to the dredging activity showed no negative impact from the dredging, and water-quality levels continuously remained within the strict parameters required by environmental regulators.

Applying the "Circular Economy"

The Wheatstone Construction Village, a camp of more than 7,000 people, employs a "circular economy" approach where recycling and reusing is encouraged. In addition to paper, cardboard, glass, and household metal being separated and recycled, other organic waste from the camp, such as food, is turned into compost. These initiatives have prevented 450 metric tons of trash from ending up in landfill and more than 1,000 cubic meters of nutrient-rich compost donated to local schools, parks, and farms for agriculture and landscaping.



450
metric tons of trash prevented from ending up in landfills



1000
cubic meters of compost donated

21°38'11"S | 115°06'42"E

Wheatstone LNG Western Australia



Protecting More Than Public Health and Safety

Last September, the team at Bechtel's Pueblo Chemical Agent-Destruction Pilot Plant in Colorado began disassembling and destroying the first of 780,000 chemical weapons from the stockpile the U.S. Army produced in the 1950s.

The weapons contain mustard agent, a tar-like, poisonous liquid. The Pueblo facility, which Bechtel operates for the U.S. government, is key to the U.S. meeting its international treaty obligations to eliminate chemical weapons. Robots are used to disassemble the shells and mortars and neutralize the toxic chemicals with water, heat, lye, and bacteria.

Designing for Safety

Bechtel designed the plant to use a process that rinses the shells and deactivates the agent with hot water and high alkaline sodium hydroxide. The resulting mix, called hydrolysate, is sent through a bacteria digestion process like many industrial wastewater treatment plants. The water-based method was chosen in response to community concerns about the potential effect on air quality from incinerating the chemicals.

Working with the Community

The plant, located on an Army installation east of the town of Pueblo, employs 1,344 workers, about half of which are local. Since the project began in 2004, more than \$1.3 billion has been paid in local wages.

The plant's staff maintain an extremely close relationship with residents of the city and surrounding areas because of the sensitivity of its work. An advisory commission that includes nine private citizens appointed by the governor meets every month with government officials and Bechtel colleagues to exchange information about the plant.

Bechtel colleagues regularly volunteer on the Rocky Mountain Public Broadcasting System's Homework Hotline program and



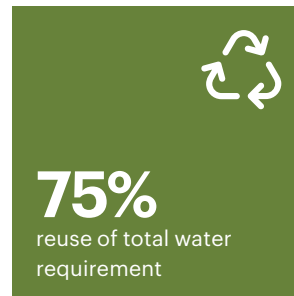
Flag raising at Pueblo

other activities to promote science, technology, engineering, and math education among Pueblo children and teenagers. They also help maintain the Cheyenne Mountain State Park's eight-mile Talon hiking trail, putting their engineering and construction expertise to work to eliminate trail erosion from rainstorms.

Reusing and Recycling

Pueblo typically gets 12-14 inches of rainfall a year, just slightly more than a desert. The only source of water for the facility is on-site wells. To preserve the scarce resource that is integral to the facility's treatment process, the plant reuses 75 percent of its total water requirement.

By 2020, when the plant's decontamination work is complete, Bechtel will have recycled more than 21,000 tons of steel—three times as much as the Eiffel Tower—443 tons of brass, and 12.5 tons of aluminum.



RECOGNITION FOR PROMOTING SUSTAINABLE PRACTICES

Three sites sweep all 12 U.S. National Nuclear Security Administration Sustainability Awards

The U.S. Department of Energy's National Nuclear Security Administration has awarded three Bechtel-affiliated sites all 12 of the agency's Sustainability Awards for 2016. The Y-12 National Security Complex, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory were recognized for helping the Department in meeting its goals through innovation and excellence in environmental sustainability.

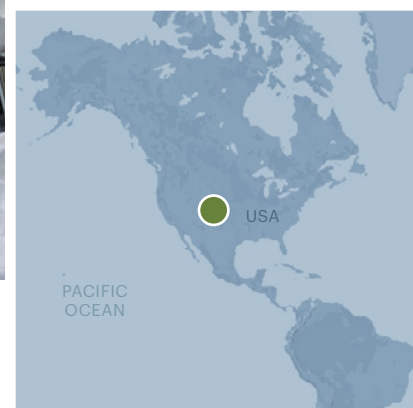
Teams and individuals received the following awards:

- Y-12 National Security Complex, Tennessee, managed and operated by Consolidated Nuclear Security LLC: Best in Class Individual Change Agent; Best in Class Water Management; Best in Class Waste Reduction and Pollution Prevention; Best in Class Performance Based Contracts; Environmental Stewardship Greenhouse Gas Scope 1 and 2; Environmental Stewardship Waste Reduction and Pollution Prevention.
- Los Alamos National Laboratory, New Mexico, managed and operated by Los Alamos National Security LLC: Best in Class Green IT Stewardship; Environmental Stewardship Individual Change Agent; Environmental Stewardship Water Management; Environmental Stewardship DOE Sustainable Campus
- Lawrence Livermore National Laboratory, California, managed and operated by Lawrence Livermore National Security LLC: Environmental Stewardship Sustainable Communications



CLASSIFIED

Pueblo Chemical Agent-Destruction Pilot Plant
Colorado, USA



Innovate and Create

We are combining start-up funding, incubation, and integration to accelerate Bechtel’s efforts to drive innovation and sustainability across the enterprise.

Modeling Better Impacts

Using unmanned aircraft to survey construction sites while engineers are planning a project can lead to significant efficiency gains. In addition to allowing work to move faster, the surveys can reduce disruption to the natural area.

Combining the real-time aerial imaging that drones provide with advanced digital modeling offers even more opportunities to benefit Bechtel’s customers, stakeholders, and the natural environment.

Bechtel’s projects are known for structures the public can see and the services they provide. But before anything is built, thousands of tons of dirt and rock must be taken away, brought to, or moved around at a job site. In a project like the Curtis Island LNG project in Australia, moving around 18.6 million cubic meters of earth—equivalent to about 8,500 times the size of a hot air balloon—can consume an enormous amount of a project’s time and budget.



“Sustainability and innovation are inextricably linked. Innovation should always result in better, faster, and leaner delivery, which in turn should directly reduce our impact on the environment, increase the capabilities of our teams, and improve our local communities.”

David Wilson
Chief Innovation Officer



“The way you can solve the sustainability challenge is through innovation. We are focusing that lens as we work through our tools and processes to make sure that when we bring in something new, it not only has a good business impact but also a good sustainability impact. We can always do better; we can always push further. Innovation and sustainability are joined at the hip.”

Randy Schwartz
Innovation Deployment Manager

Bechtel is applying the same advanced computing to earthworks that it has used to model intricate, technical parts of a project, with huge impacts. Cutting months from this phase of a project avoids thousands of hours of truck use and associated carbon emissions, cuts down on supplies and generated waste, and diminishes erosion from exposed earthworks.

Adding a Fourth Dimension to Planning

Using increasingly prescient tools such as 4-D simulations, planners can anticipate problems and head them off in ways never before possible. These tools allow us to design and deliver hydroelectric dams, combined cycle natural gas power plants, rail networks, bridges, and nuclear facilities to customers faster with less disruption to communities and less environmental impact.

The precise sequencing that 4-D simulation contributes to work plans allows Bechtel’s engineers to optimize the use of energy-intensive machinery, such as cranes and trucks, while minimizing the emissions they create.

Discerning Trends to Create Actions

We are enhancing our sustainability capabilities by bringing science to the forecasting and decision-making processes, and pairing our regional, technical, and policy experts throughout Bechtel with cognitive analytics. Some of our recent applications include:

- Providing insights and forecasts on market trends, such as societal demand for cleaner energy and preventing forced labor and human trafficking in global supply chains.
- Discerning and examining patterns in social, environmental, and economic issues that hold the potential to shape and influence our current and prospective projects.

We continue to improve and refine our methodology to build datasets, validate analyses, and produce actions that will create business value for Bechtel, our customers, and our partners.



“Our colleagues worldwide are essential to this process. Their technical knowledge and regional experience are key to transforming the analytics from mere data to actionable trends and knowledge.”

Michael Yamoah
Senior Specialist, Sustainability and Data Analytics



Performance

Protect People and the Environment

REDUCE CARBON EMISSION AND INTENSITY

Since 2011 we have reduced our carbon emissions by 25 percent and revenue intensity (greenhouse gas emissions per billion dollars in revenue) by 27 percent.

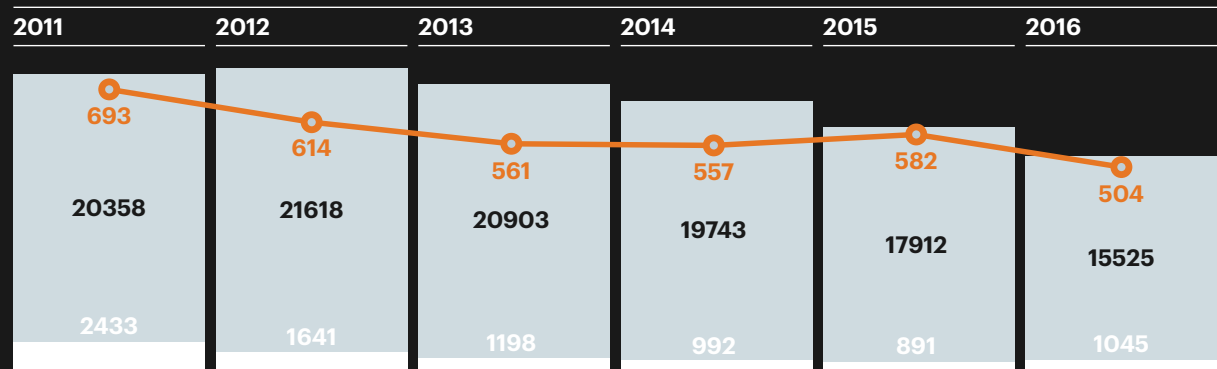
In 2016, Bechtel continued to carefully monitor and implement sustainability programs among our offices. Since 2011, we have reduced our carbon emissions by 25 percent and revenue intensity (greenhouse gas emissions per billion dollars in revenue) by 27 percent. The 15 non-project reporting offices focused on scope 1 (direct emission from boilers and furnaces) and scope 2 (indirect emission from electricity), and were selected based on average office population throughout the year. Due to the nature of our business, we stay flexible on the number of offices that are included each year. Some of our offices are new, merged with others, or closed. We base our carbon footprint accounting on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.



“At Bechtel we understand that sustainability is a must in facilities management; an important reason why we’ve been carefully monitoring and implementing programs at our offices since 2011. We know the tremendous benefits it brings to the enterprise in terms of cost savings. We are excited too about the new 2030 goals and targets, and we believe that they set us on a path to continue reducing our environmental footprints among non-project offices. We know the challenge but we also understand the benefits. So beginning in 2017, we hope to launch a new corporate facility best-practice guide to help our facility managers achieve goals and targets.”

Rick Tesman
Business and Corporate Facilities Manager

Carbon Footprint



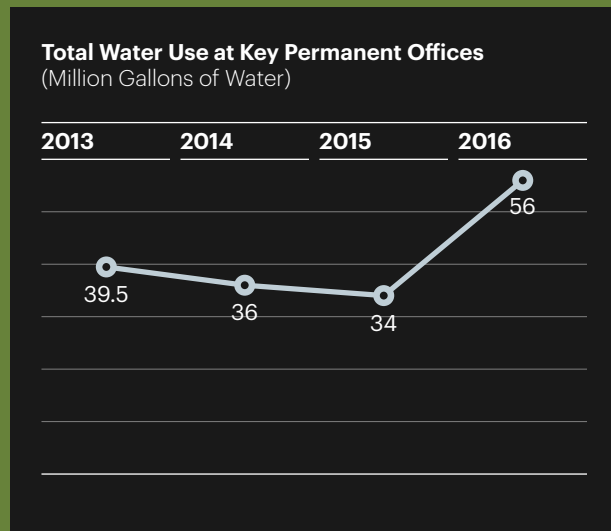
- Sum of Total Scope 1 Emissions (tCO₂eq)
- Sum of Total Scope 2 Emissions (tCO₂eq)
- Sum of Revenue Intensity (tCO₂eq/Billion USD)

Protect People and the Environment (continued)

REDUCE WATER USE

Our total consumption for the year was 56 million gallons—up by 29.7% since 2013.

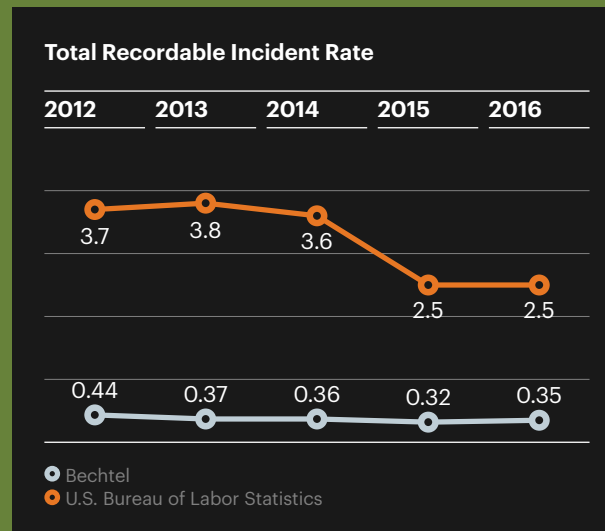
Since 2013, we have been collecting water consumption data from offices that can track it. In 2016 the number of reporting offices increased from 9 to 12. Due to the three new additions, our total consumption for the year was 56 million gallons, compared to 39 million gallons of water in 2013—up 29.7 percent since 2013. The three new offices for the 2016 reporting year include a new office with a sizable population and two existing offices that could capture data.



KEEP PEOPLE SAFE

Our total recordable incident rate increased by 9 percent, compared with 2015, and lost-time incident rate declined by 7 percent, compared with 2015.

We remain steadfast in our commitment to reach zero incidents. In 2016, we made significant strides in reducing incidents related to our five focus areas: mobile equipment personnel interface, lockout and tagout, crane safety, fall protection, and hand protection. We continue to improve the integration of environmental sustainability, health, and industrial hygiene. Bechtel's employee safety and health program is ranked among the best of the best per the Construction Industry Institute, and our recordable incident rate is 86 percent better than the Bureau of Labor Statistics' average for our peer companies.

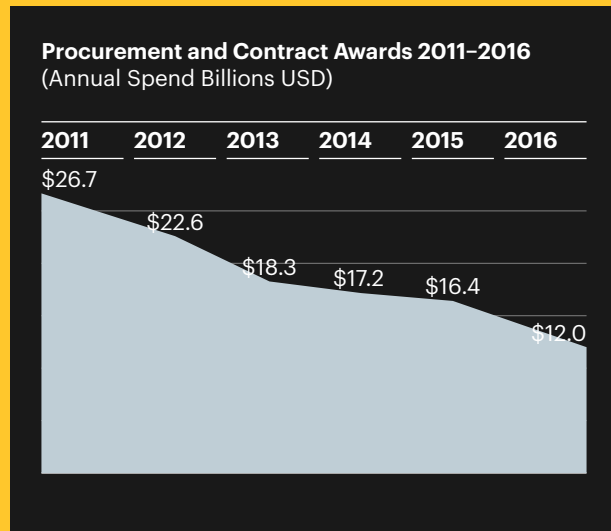


Promote Economic Development

GENERATE ECONOMIC OPPORTUNITIES

In 2016, we spent more than \$12 billion on goods and services globally, including local, small, and disadvantaged businesses.

Cancellation and deferment of capital projects—in part due to significant price drops in commodities such as oil, copper, nickel, iron ore, coal, etc.—resulted in the decline of orders to our suppliers for material and equipment.



Partner with Communities and Society

CONTRIBUTE TO SOCIAL PROGRESS

Over 100,000 people impacted through our social investment programs with DiscoverE, Engineers Without Borders, FIRST®, and Junior Achievement Worldwide.



DiscoverE

Engaged 55 countries in the Global Marathon, an awareness and engagement initiative to inspire the next generation of women engineers.



Engineers Without Borders

Implemented projects and built capacity in 10 communities worldwide supporting better access to clean water, health, and other human needs.



FIRST®

Implemented programs in 10 countries supporting more than 70 teams to be science and technology leaders.



Junior Achievement Worldwide

Conducted 603 classes in 251 schools in 13 countries covering financial literacy, work readiness, and entrepreneurship.

PROMOTE RESPONSIBLE BUSINESS

Bechtel actively participates in several key organizations to share its knowledge, experience, and points of views to help promote responsible business practices.

- Recognized by Transparency International USA with Integrity and Corporate Leadership Award
- Founding member of the Building Responsibly Initiative on worker welfare and worker rights
- Vice chair of the U.S. Council for International Business Corporate Responsibility Committee—business, labor, and human rights; delivered presentation on preventing modern day slavery in construction projects (Washington, DC)
- Vice chair of the Human Rights Task Force of IPIECA (global oil and gas association)
- Steering committee member of the Global Business Initiative on Human Rights
- Observer of the International Code of Conduct Association for private security providers on human rights
- Member of Conservation International’s Business & Sustainability Council
- Vice chair of the U.S. Council for International Business Environment Committee—United Nations Sustainable Development Goals Task Force
- Member of the Strategic Review Advisory Panel of the Construction Sector Transparency Initiative
- Member of the board of directors of Transparency International USA and Transparency International UK
- Sponsoring partner of the Ethics and Compliance Officers Association
- Contributing corporate fellow of the Ethics Resource Center Ethics Fellows Program

Partner with Communities and Society (continued)

Ethics

Bechtel was honored to receive the Corporate Leadership Award from Transparency International USA in recognition of our commitment to ethical business conduct, highly transparent compliance and ethics program to combat corruption, and corporate citizenship.

Our compliance training program provided all Bechtel colleagues with anti-corruption and bribery training, and other education in the substantive legal risks they are likely to encounter in their jobs. Our colleagues also participated in live, scenario-based workshops designed to build awareness of risks, understanding of Ethics and Compliance Program resources, and techniques to prevent ethics or compliance incidents. Our global Ethics HelpLine provided an independent, confidential channel for colleagues and others to raise questions or concerns, via telephone or the internet, with access to native speakers and translators of more than 200 languages.

Human Rights

In 2016, we completed more than 10,000 supplier visits. A number of those visits included spot-checking facilities for child labor, forced labor and human trafficking.

We continue to look for opportunities to comprehensively integrate human rights into key aspects of our business. This year, we also completed updates to our corporate policies and management instructions, due diligence process, contractual requirements, and training for project managers and security managers. Additional corporate guidance covering community engagement, supplier relationships, indigenous peoples, security providers, worker welfare, and community relocation were prepared.

Build a Better Bechtel

PROMOTE DIVERSITY AND INCLUSION IN THE WORKPLACE

There are many ways we are advancing our commitment to build a diverse, inclusive, and collaborative work environment, including leveraging the diversity of thought, input, and experience of global Bechtel colleagues for better decision-making. For example, this year our Women@Bechtel group, with over 1,300 members representing nearly 20 global offices and major projects, organized an internal conference entitled, Driving Success Through Inclusion. The conference involved our senior leadership, as well as women executives from other leading corporations. It served to bring inclusion and women's development to the forefront of discussions at the company. There was a significant increase in participation as colleagues from different offices around the globe participated via a newly added virtual component. Bechtel also launched the Forum for Service Veterans, Reservists, and the Military, which recognizes the great source of talent of military veterans for private sector employers. The Forum will be a convening point in Bechtel for recruitment and professional development of military veterans. To drive greater collaboration, inclusivity, and competitiveness, we updated and deployed our unconscious bias training to targeted employee populations in Bechtel.

We also continue to support and engage several key organizations to enhance our talent recruitment and retention efforts. These include:

- Latinos in Science and Engineering (MAES)
- National Action Council for Minorities in Engineering (NACME)
- National Society of Black Engineers (NSBE)
- North American Young Generation in Nuclear (NAYGN)
- Society of Hispanic Professional Engineers (SHPE)
- Society of Women Engineers (SWE)
- Women In Nuclear (WIN)

ADVANCE ENTERPRISE SUSTAINABILITY CAPABILITY

We continue to build our organizational capabilities to deliver better value to our customers, partners, communities, and society.

- Over 200 project managers and business development leaders trained
- Over 200 experts covering 61 different areas of sustainability expertise and over 80 certifications
- Over 260 sustainability materials to expand knowledge and awareness
- Over 50 new and updated policies, procedures, guides, contracts, and training
- Over 12 new products connecting sustainability and market trends and analyses

About Us

Bechtel is one of the most respected global engineering, construction, and project management companies. Together with our customers, we deliver landmark projects that foster long-term progress and economic growth. Since 1898, we've completed more than 25,000 projects across 160 countries on all seven continents. Our company and our culture are built on more than a century of leadership and a relentless adherence to our values, the core of which are safety, quality, and ethics. These values are what we believe, what we expect, what we deliver, and what we live. www.bechtel.com

Global Business Units

- Infrastructure
- Mining & Metals
- Nuclear, Security & Environmental
- Oil, Gas & Chemicals

Key Facts

- Structure: Privately held
- Headquarters: San Francisco, California
- 2016 employees: 55,000
- 2016 revenue: \$32.8 billion

Vision, Values & Covenants

Our Vision: What we aspire to

Be the world's premier engineering, construction, and project management organization by achieving extraordinary results for our customers, building satisfying careers for our people, and earning a fair return on the value we deliver.

Our Values: What we believe

Building on a family and leadership heritage that spans more than a century, we are privately owned by active management and guided by our Vision, Values & Covenants. We value:

Ethics.

We are uncompromising in our integrity, honesty, and fairness.

Safety & Health.

We are relentless in keeping people safe from harm, and we provide a healthy work environment.

Quality.

We are passionate about excellence and doing our work right the first time. Our reputation depends on our delivered value in the eyes of every customer and community.

People.

We inspire each other with important work full of purpose, challenging development opportunities, and rewarding careers. We aspire to be the employer of choice in our industry.

Culture.

We actively build a diverse, inclusive, and collaborative work environment where all views are welcomed, openness is encouraged, and teamwork and merit are cornerstones. We are proud of what we do and how we do it—and we enjoy doing it!

Relationships.

We build positive, long-term relationships with our customers, joint-venture partners, sub-contractors, suppliers, and colleagues that are built on trust, respect, and collaboration.

Innovation.

We develop and apply world-class technology. We listen, learn, and seek out the best ideas. We attack complacency and continually improve.

Sustainability.

We improve the quality of life in communities where we work by respecting local cultures, engaging local people, and protecting the environment.

Covenants: How we do it

Wherever we go and whatever we do, we:

Demonstrate Integrity.

Exercise the highest level of professional and ethical behavior.

Are Respectful.

Treat people with respect and dignity. Listen actively. Communicate in a timely and forthright manner. Never undermine colleagues.

Collaborate.

Ask for and welcome help; offer and give it freely. Mutually resolve ambiguity and conflict.

Build Trust.

Make commitments responsibly and always keep our word. Be candid while building shared understanding.

Deliver.

Set high aspirations, plan responsibly, and honor all commitments.

Learn It, Do It, Share It.

Be curious. Seek, share, and build upon experiences and lessons learned.

Live Our Culture.

Embrace, embody, and actively contribute to our Vision, Values & Covenants. Nurture a proud legacy.

About the Report

We recognize that being the contractor of choice depends on our maintaining a record of responsible business practices and meeting the expectations of our customers and other stakeholders. This report covers 2016 and focuses on material issues that reflect the diversity and complexity of where Bechtel operates, and that demonstrate how we incorporate them into our business:

- Protecting people and the environment
- Promoting local economic development
- Partnering with customers, communities, and society
- Pioneering through innovation

This report does not cover the performance of our customers, suppliers, subcontractors, or partners unless otherwise noted. We reference and use the Standard Disclosures from the Global Reporting Initiative Sustainability Reporting Guidelines and United Nations Sustainable Development Goals to inform our disclosures. All financial data is cited in U.S. dollars. Please send your feedback to sustain@bechtel.com.

Performance Index

Strategy and Analysis	1	See Executive Letter
Organizational Profile	3, 4, 5, 6, 8, 9	See About Us
	13	There are no significant reporting changes in the report
Commitments to External Initiatives	14	See Executive Letter , Performance
Identified Material Aspects and Boundaries	17, 18, 19, 20, 21, 23	See About the Report <ul style="list-style-type: none"> • <i>Protecting people and the environment</i>: Safety, water scarcity, sustainable consumption, conservation, resilience to natural hazards • <i>Promoting local economic development</i>: Local jobs; workforce training; apprenticeships; small, disadvantaged business development and opportunities; managing economic transitions; supply chain development • <i>Partnering with communities and society</i>: Access to basic human needs, stakeholder and community engagement, respecting human rights, social risk management • <i>Pioneering through innovation</i> added as a new focus area
Stakeholder Engagement	24	Communities, governments, customers, partners, suppliers, financiers, industry associations, local and global non-governmental organizations (NGOs)
	25	See project examples. We use a combination of predictive data tools and third party assessments of potential project impacts on communities and highly vulnerable groups, such as indigenous peoples. Bechtel provides corporate guidance to promote consistency and alignment with international standards on engaging with communities and vulnerable groups.
	26	See project examples. We use a combination of predictive data tools and third party assessments of potential project impacts on communities and highly vulnerable groups, such as indigenous peoples. Bechtel provides corporate guidance to promote consistency and alignment with international standards on engaging with communities and vulnerable groups.
Report Profile	28	This report is for 2016
	29	Our most recent report was for 2015
	30	Our reporting cycle is annual
	31, 32	See About the Report
	33	See Assurance Statement
Governance	42, 34, 43	The Operating Committee, comprising executive leadership, regularly reviews Bechtel sustainability implementation progress. There are four working groups established to support the implementation of the new enterprise sustainability goals and targets, coordinated by Corporate Sustainability. Corporate Sustainability provides regular reporting to the Committee, as well as data insights and analytics to update the Committee on global sustainability issues and trends.
	48	Our Chief Executive Officer, Chief Operations Officer, and Chief Financial Officer.
Ethics and Integrity	56	See Vision, Values & Covenants , Ethics , Human Rights

ECONOMIC

Economic Performance	EC1	See Performance
Indirect Economic Impacts	EC7	See project examples
	EC8	See project examples, Performance
Procurement Practices	EC9	See project examples, Performance

ENVIRONMENTAL

Water	EN8, EN9, EN10	See Performance , project examples
Biodiversity	EN12, EN13	See project examples
Emissions	EN15, EN16, EN18, EN19	See Performance , project examples
Effluents and Waste	EN23	See project examples

SOCIAL

Occupational Health and Safety	LA6	Performance Data
Training and Education	LA10	All employees have access to Bechtel University courses
	LA11	All employees receive annual performance and development reviews.
Diversity and Equal Opportunity	LA12	See Performance Bechtel supports a number of internal <i>Employee Resource Groups</i> and external organizations to advance diversity and inclusion in Bechtel.
Supplier Assessment for Labor Practices	LA15	See Human Rights

HUMAN RIGHTS

Investment	HR1	See Human Rights Supplier contracts include Bechtel’s expectations and requirements on respecting human rights Potential new projects are screened through a <i>management approval process</i> for likelihood and impact on human rights
	HR2	Human rights is incorporated into training for key employee populations with the highest exposure to potential human rights issues
Freedom of Association and Collective Bargaining	HR4	See Human Rights Supplier quality assessments include core labor standards
Child Labor	HR5	See Human Rights, Executive Letter Supplier quality assessments include core labor standards See Bechtel Code of Conduct

Forced or Compulsory Labor	HR6	See Human Rights, <u>Executive Letter</u> Supplier quality assessments include core labor standards See <u>Bechtel Code of Conduct</u>
Security Practices	HR7	See <u>Human Rights</u> Human rights is incorporated into training for key employee populations with the highest exposure to potential human rights issues
Supplier Human Rights Assessment	HR11	Supplier quality assessments include core labor standards
SOCIETY		
Local Communities	SO1, SO2	See project examples
Anti-Corruption	SO4	See <u>Ethics</u>
Supplier Assessment for Impacts on Society	SO9	Corporate Procurement conducts an annual sustainability performance survey for all of its key suppliers.

Assurance Statement



LRQA Independent Assurance Statement Relating to reporting processes for Bechtel's 2017 Sustainability Report

This Assurance Statement has been prepared for Bechtel Corporation in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

Lloyd's Register Quality Assurance (LRQA) was commissioned by Bechtel Corporation (Bechtel) to provide independent assurance on its reporting processes for reporting data and information on its 2017 Sustainability Report ("the Report") against the assurance criteria below to a limited level of assurance and materiality of the professional judgment of the verifier. LRQA's verification procedure is based on current best practise, is in accordance with ISAE3000 and the principles from AA1000AS.

Our assurance engagement covered Bechtel's operations and activities worldwide for calendar year 2016 and specifically reviewed Bechtel's internal processes for collecting and reporting data and information within the Report.

Our assurance engagement excluded the data and information of Bechtel's suppliers, contractors and any third-parties mentioned in the Report.

LRQA's responsibility is only to Bechtel. LRQA disclaims any liability or responsibility to others as explained in the end footnote. Bechtel's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of Bechtel.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that Bechtel has not adhered to their processes for collecting and reporting data and information disclosed in their Report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgment of the verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- Reviewing one outline of the Report (2017 Sustainability Report Draft) and one draft of the Report (17 April 2017) as a basis for understanding the data and information reported.
- Reviewing Bechtel's process for collecting content for the Report, including Bechtel's Enterprise Sustainability Report Process Guide Corporate Affairs Version 1 2014.
- Reviewing the Ecological Footprint Procedure (2015) for collecting and reporting environmental data from a designated set of Bechtel offices and corresponding data from the data collection database.

- Reviewing CP 108 EH&S Incident Notification, Investigation and Reporting 2014 procedure for collecting and reporting incident data.
- Reviewing CP 104 Injury and Illness Record Keeping and Reporting Requirements US and Non US
- Projects 2014 for injury and illness reporting.
- Verifying a specific set of sampled office data and information at an aggregated level, based on LRQA's risk assessment process.
- Interviewing a Sustainability Specialist at Bechtel responsible for compiling data and drafting the Report.

LRQA recommendations

Bechtel has made improvements to their processes for developing the Report and collecting data to be included, most notably providing additional information regarding the scope of environmental and safety data in the Report. As Bechtel's processes for report development and data collection continue to evolve and improve, LRQA recommends the following to ensure material issues are considered for reporting and to increase the accuracy and reliability of data and information disclosed in future reports:

- Updating the Ecological Footprint Procedure 2014 to improve instructions to the data reporters and QA/QC reviewers;
- Completing a full materiality review process to ensure stakeholder interests are addressed;
- Aligning data and information shared in the Report to topics that are material to stakeholders.

LRQA's standards, competence and independence

LRQA implements and maintains a comprehensive management system that is at least as demanding as the requirements of the International Standard on Quality Control 1 and complies with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

Signed



Andrea Bockrath

LRQA Lead Verifier

On behalf of Lloyd's Register Quality Assurance, Inc.

Dated: 26 July 2017

LRQA reference: RMA10236A

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Michael Bailey
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Shaun Kenny
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Middle East

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United Kingdom
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John Stroud
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Brian Sheridan
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