

# BUILDING TOMORROW

THE BECHTEL REPORT 2011



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AT&T wireless  
network development,  
Maryland, USA

Cover photo: Satellite  
calibration dish at  
Los Alamos National  
Laboratory, New  
Mexico, USA





# BUILDING TOMORROW

Autostrada Transilvania  
motorway, Romania

Hanford Waste  
Treatment Plant,  
Washington state,  
USA







WELCOME

## TO OUR CUSTOMERS, EMPLOYEES, PARTNERS, SUPPLIERS, AND FRIENDS

We are pleased to report that in 2010 Bechtel weathered rough economic waters, took on challenging new projects, and reinforced our global leadership in engineering and construction.

With a solid performance across our diverse portfolio, we posted revenue of \$27.9 billion last year, compared to \$30.8 billion in 2009. The value of new work we booked rose to \$21.3 billion, up 5 percent from the year before. The results reflected the skill, experience, and commitment of our 52,700 employees working in offices and on projects around the world amid continuing economic turbulence.

More than two-thirds of our new work was outside North America, underscoring our strategy to expand into developing and emerging nations.

### Helping Shape the Future

In 2010, we demonstrated the power of innovation to drive our business and shape the future. Bechtel teamed with Babcock & Wilcox to form Generation mPower™, an innovative alliance to design and deploy small modular nuclear reactors—a key step in the effort to revitalize commercial nuclear power. Utilities can use mPower™ reactors for new power plants or add them to existing facilities. Either way, they provide customers a less costly, quicker, and more versatile alternative to full-size plants.

Also last year, an innovative renewable energy project broke ground in California's Mojave Desert, where Bechtel is building what could be the largest solar thermal complex in the world. The Ivanpah facility will employ thousands of computer-controlled mirrors to reflect sunlight to a tower that will heat water to drive steam turbines. The cutting-edge technology of BrightSource Energy, coupled with Bechtel's ability to leverage economies of scale, will make Ivanpah a model for clean, efficient, and more affordable solar power.

One of the goals at Ivanpah is to develop innovative processes that can easily be repeated and standardized, lowering the





New Doha  
International  
Airport, Qatar

cost of future solar projects. It's something Bechtel has done with remarkable success elsewhere, including the liquefied natural gas sector. Through our alliance with ConocoPhillips, we have designed and built its standard-setting Cascade liquefaction technology into new LNG plants in Angola, Australia, Egypt, Equatorial Guinea, and Trinidad.

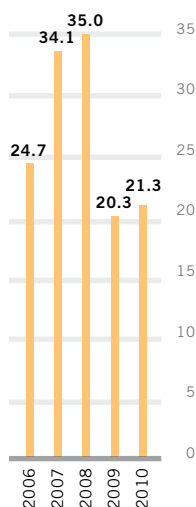
Many Bechtel innovations come on projects that are the first of their kind, such as the Hanford Waste Treatment Plant in Washington state. Located on a site where nuclear material was produced for decades, the plant's equipment will convert millions of liters of hazardous waste into a stable glass form that can be permanently and safely stored.

The Hanford plant—also the largest of its kind—is now more than half complete. At the time construction began in 2001, no nuclear facility had been built in the United States for more than 20 years. So Bechtel had to renew the market's capabilities to handle engineering, procurement, and construction of the new plant.

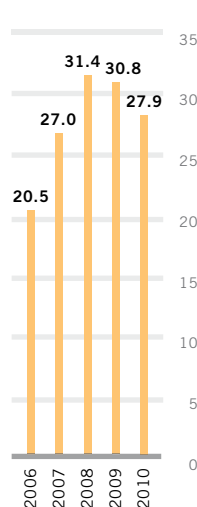
### Solid Contributions All Around

Each of our five business units contributed to our success in 2010, led once again by our Oil, Gas & Chemicals unit (and especially its liquefied natural gas sector), which set the pace for Bechtel. We currently have more than half a dozen LNG projects in construction or under development, including four in Australia, two in Africa, and one in the United States..

**New work booked**  
in billions of U.S. dollars



**Revenue**  
in billions of U.S. dollars



Last year also was a strong one for our Mining & Metals unit, as customers launched new projects amid rising commodity prices. We landed big new copper mining projects in South America, recovered quickly from the Chilean earthquake, and began construction on the first of many projects to be developed in our Brisbane Hub.

Bechtel Power completed some very challenging coal projects and continued to play a lead role in facilitating the move toward clean energy. In addition to the Ivanpah solar project, we signed on to help build an offshore wind farm on Lake Erie near Cleveland, Ohio. We also worked to maintain the nuclear industry by enhancing the capacity and extending the lifespan of several existing nuclear plants.

Our Civil unit continued to be a mainstay of our business in 2010, with projects across the globe. Highlights included a huge new industrial city for minerals production that we are helping build in Saudi Arabia, completion of a highway in Albania and major progress on the Dulles Metrorail Extension in Virginia, continued excellent work in the UK rail sector, substantial progress on the New Doha International Airport in Qatar, and the launch of a major projects organization in Gabon.

Bechtel National, our government services business, also performed solidly in 2010 on a variety of defense and environmental cleanup projects and in the management of government facilities, including national laboratories in California and New Mexico.

### **Safety and Quality—Unwavering Values**

Our ability to deliver successful projects on time and within budget depends largely on the quality of our work. Since 2000, we have bolstered quality—and saved customers time and money—by using Six Sigma, a proven, data-driven approach to process improvement. Last year, we continued to refine our Six Sigma program, adapting its tools to better fit our business and making them accessible to employees at every level.

As in years past, Bechtel in 2010 once again proved to be one of the safest engineering and construction companies in the world, with a record exceeding the average for U.S. industry. Dozens of our projects achieved at least 1 million job hours last year without losing time to an accident or injury. Some projects recorded tens of millions of consecutive safe work hours. However, we still had lost-time accidents and recordable incidents, and we will redouble our safety efforts in 2011 as we pursue our goal of zero accidents.

### **Poised and Prepared for the Future**

Continued economic uncertainty makes forecasting difficult, but we think we're well-positioned for the future. We began 2011 in good shape—with a healthy backlog of work, and with interesting and important new projects on the horizon.

In the following pages, you can read about how Bechtel is building tomorrow while turning new ideas into real-world advances. Understanding our customers' needs and preferences, innovating for their benefit, and executing excellently will continue to be our critical path to success.



Riley Bechtel  
*Chairman & Chief Executive Officer*



Bill Dudley  
*President & Chief Operating Officer*





**QUALITY MEANS BUILDING THE RIGHT**



Two views of a  
storage tank at the  
liquefied natural gas  
project in Angola

2010  
2010 IN REVIEW

WAY THE FIRST TIME, INSIDE AND OUT.





Keystone Pipeline,  
Kansas, USA

The Keystone Pipeline will be able to transport more than 1 million barrels of crude oil per day from Alberta, Canada, to U.S. refineries.

## OIL, GAS & CHEMICALS

Bechtel's Oil, Gas & Chemicals business unit turned in another strong performance in 2010 with major projects in the rapidly growing liquefied natural gas (LNG) market as well as the refining, pipeline, and gas processing sectors.

In Australia we began work on the world's first LNG plant to be supplied by coal seam gas—the QCLNG project on Curtis Island in Queensland. Front-end engineering and design is nearing completion for two additional LNG plants in Queensland and one in Western Australia. In West Africa, work is more than 60 percent complete on a major LNG project in Angola, and front-end work has been completed for an LNG plant in Nigeria.

North American projects continue to play a major role in our business. The first phase of the Keystone Pipeline system has been completed, and work is under way on an expansion project. The pipeline system will be able to transport more than 1 million barrels of crude oil per day from Alberta, Canada, to refineries in the U.S. Midwest and Gulf Coast. In Illinois, we are expanding the Wood River Refinery to process Canadian heavy crude oil, and in Texas, work is more than 50 percent complete on an expansion project that will make the Motiva Port Arthur Refinery the largest in the United States. In Alberta, Canada, we completed an expansion of the Scotford Upgrader that converts oil sands bitumen into synthetic crude oil.

In the Middle East, we completed three major gas processing projects—the Khursaniyah gas plant in Saudi Arabia and expansions to both the Habshan and Asab gas processing facilities in Abu Dhabi.



Scotford Upgrader,  
Alberta, Canada





By using innovative processes and technology, Bechtel speeds up design and construction while ensuring quality. For instance, the Angola liquefied natural gas project uses the same ConocoPhillips Cascade gasification process we've built into other LNG plants.

## BUILDING TOMORROW







Chemical demilitarization project, Pueblo, Colorado, USA

## GOVERNMENT SERVICES

Bechtel National, our government services business, continued in 2010 to help the U.S. Energy and Defense departments in the areas of national security, scientific research, and environmental cleanup.

At the top of the list of current projects was the Hanford Waste Treatment Plant, a massive first-of-a-kind facility under construction in Washington state on the site of a former nuclear production facility. More than half complete, it will be the world's largest radioactive waste treatment plant to immobilize millions of liters of hazardous waste into a stable glass form that can be permanently and safely stored.

Work also continued on cleaning up hundreds of former nuclear sites along the Columbia River at Hanford.

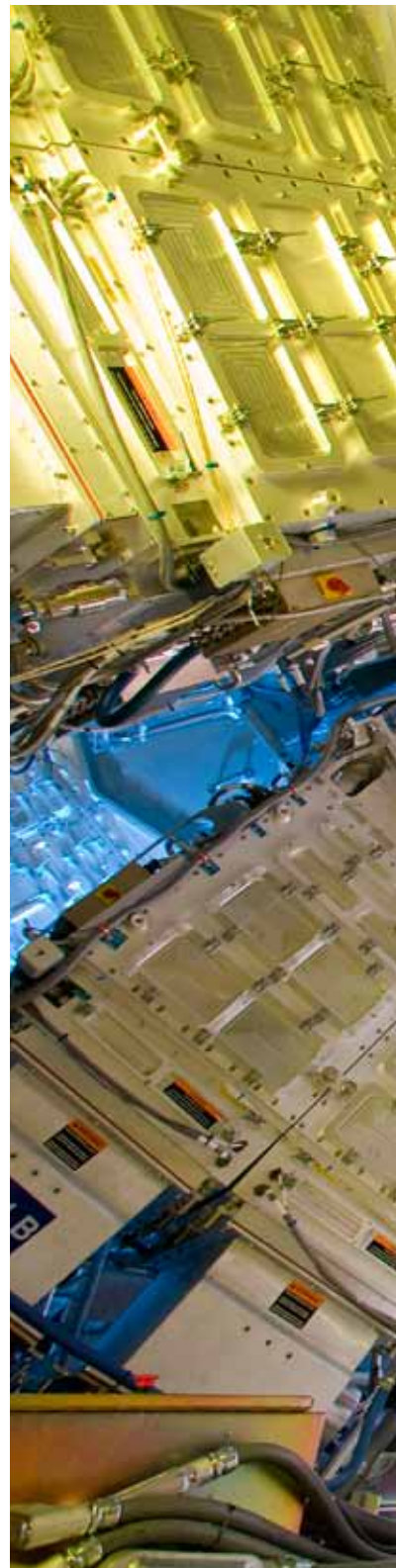
At Defense Department sites in Colorado and Kentucky, we made steady progress in constructing plants designed to eliminate unused chemical weapons left over from World War II and the Cold War. Other defense programs included the Ground-based Midcourse Defense system in Alaska and California, the Kwajalein missile test range and surveillance program in the Marshall Islands, and management of laboratories in New York and Pennsylvania that provide reactors, research, and training for the U.S. Navy's nuclear fleet.

A big part of Bechtel National's work is managing two of the nation's premier security and scientific institutions, the national laboratories in Los Alamos, New Mexico, and Livermore, California. Last year, the labs excelled in scientific and medical research while taking steps to modernize and streamline their primary mission of monitoring the U.S. nuclear stockpile.

In 2010, we continued to help former Soviet republics eliminate legacy threat programs, adding a contract to reduce biological threats in Uzbekistan.

**A big part of Bechtel National's work is managing the U.S. national laboratories in Los Alamos, New Mexico, and Livermore, California.**

National Ignition Facility at Lawrence Livermore National Laboratory, California, USA

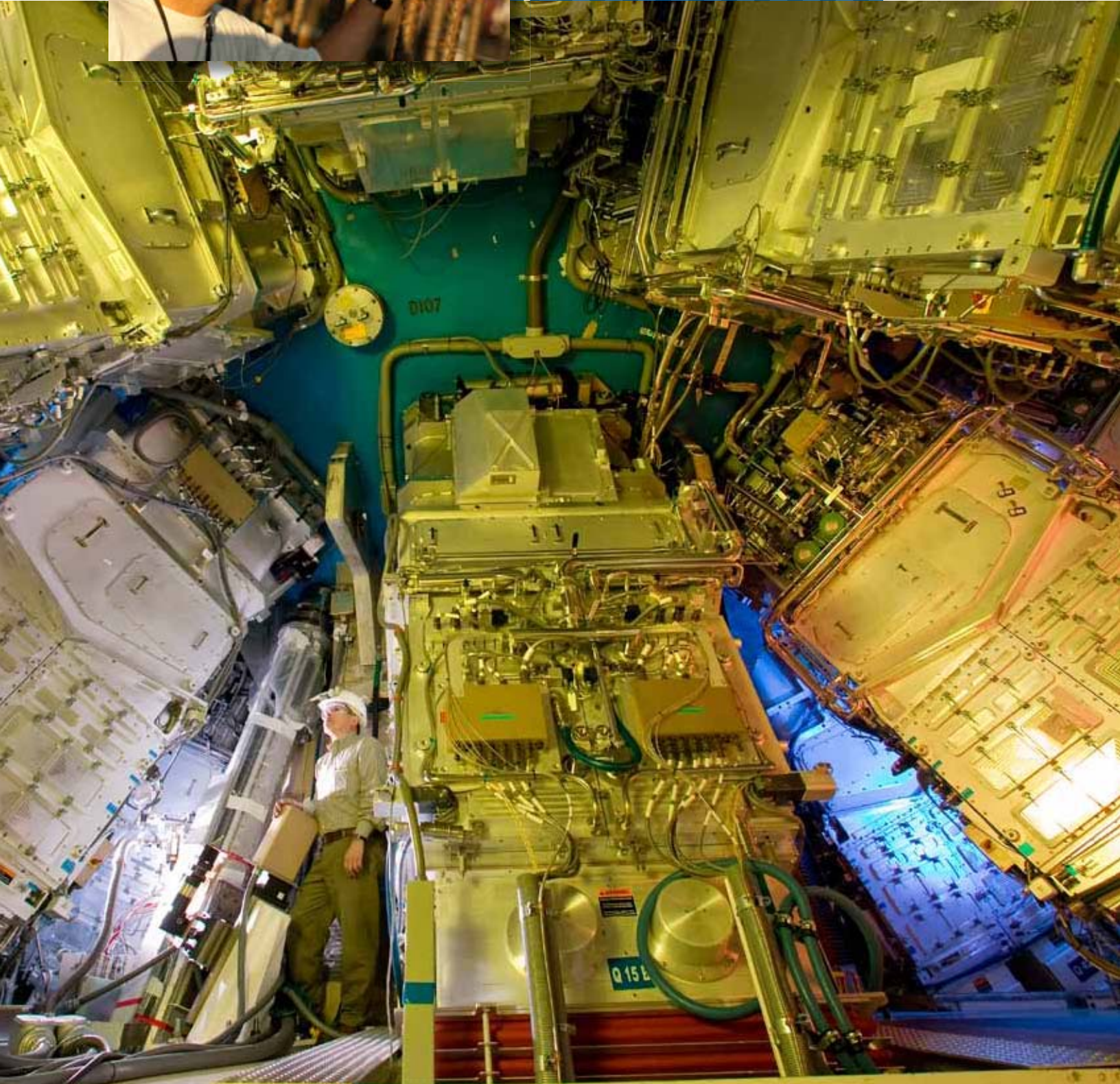






The Hanford Waste Treatment Plant in southeastern Washington state isn't just a new project, it's the first of its kind—a massive facility where contaminated waste from decades of plutonium production will be treated for safe storage.

## BUILDING TOMORROW







## MINING & METALS

Alliances with a pair of global mining giants helped propel Bechtel's Mining & Metals to a solid year in 2010.

The Brisbane Hub—created in 2009 to facilitate fast, smooth execution of projects for industry leader BHP Billiton—began construction of its first project, an expansion of the Crinum North mine in Queensland's coal-rich Bowen Basin. The Hub is developing seven other projects as well, including a coal-terminal expansion, a metallurgical coal mine, and a coal mine that will include a processing plant.

In other coal work, we are upgrading and increasing the capacity of the world's largest coal-handling facility, in New South Wales.

Projects under our 2007 alliance with Xstrata also moved into the execution phase last year with the launch of two big copper developments in the Andes of southern Peru. Work has begun on the Antapaccay project, which will add a new 70,000-ton-per-day copper concentrator at an existing mine. We also will be building the 140,000-ton-per-day Las Bambas copper concentrator, which represents the largest greenfield copper project in Bechtel's history.

In the Chilean Andes, we are adding a new concentrator at the Los Bronces copper mine in very challenging conditions.

Last year, Bechtel maintained its position as a leader in the alumina industry. In Australia, work continued on the second stage of an alumina refinery in Queensland, the first phase of which we completed in 2004, and on the expansion of an alumina refinery and bauxite mine near Perth.

We also started construction of the Ras Az Zawr aluminum smelter—our first aluminum smelter project in Saudi Arabia.

Antapaccay  
copper mine  
expansion, Peru

Projects under  
our alliance  
with Xstrata  
moved into  
the execution  
phase with  
two big copper  
developments  
in the Andes of  
southern Peru.

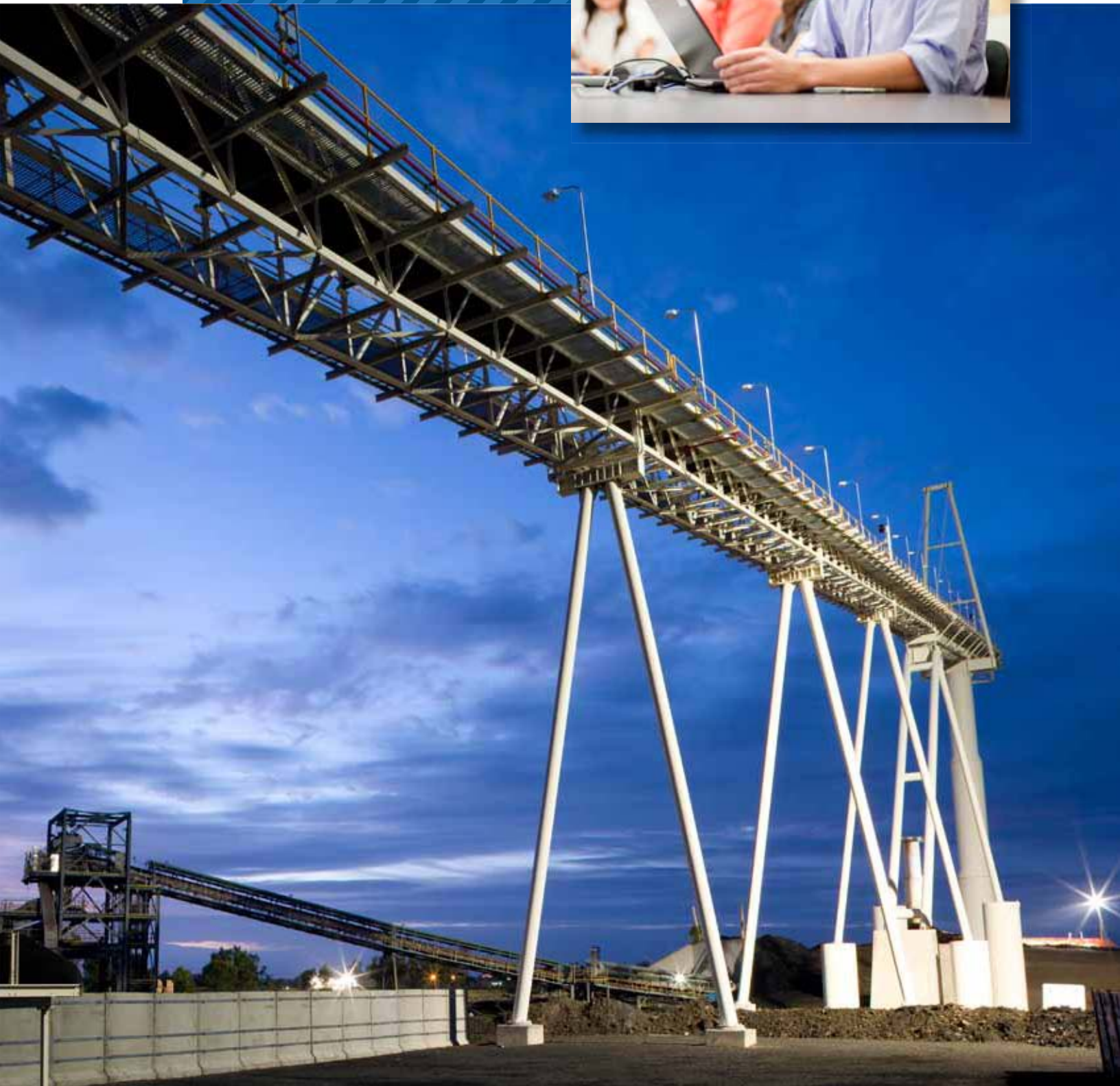
Crinum North  
mine expansion,  
Australia





Close collaboration with customers yields important benefits, including faster development and delivery of major projects. That's why Bechtel launched its Brisbane Hub, which currently is working on eight projects in Australia for global resources giant BHP Billiton.

## BUILDING TOMORROW





Khalifa Port and  
Industrial Zone,  
United Arab Emirates

## CIVIL

Nothing underscores the global nature of Bechtel's business better than the work of our Civil Infrastructure unit, which in 2010 had projects in Africa, Asia, Europe, the Middle East, and North America.

Europe remains a center of activity. In London, work is well under way on Crossrail, a new commuter railway that will connect the city to its eastern and western suburbs. Bechtel is managing the centerpiece of the project, a 21-kilometer tunnel and six new stations beneath the city.

In Albania, a Bechtel joint venture completed a 61-kilometer motorway featuring twin 5.5-kilometer tunnels through mountainous terrain, and work began on a 102-kilometer highway in neighboring Kosovo.

Several Bechtel projects dot the Middle East landscape. The New Doha International Airport in Qatar is making good progress. So is the Khalifa Port and Industrial Zone near Abu Dhabi. And just north of Jubail, the industry city in Saudi Arabia that we have been helping develop for more than 30 years, we are also starting to help develop a similar new industrial city.

In the United States, the Dulles Metrorail extension project is taking shape, heralding an easier commute in Northern Virginia and to Washington, D.C.'s Dulles International Airport.

Two new airports were also added to Civil's portfolio this year. We are managing capital improvement projects for Gatwick Airport outside London, and in Oman, a Bechtel joint venture was selected to build the new Muscat International Airport passenger terminal.

In important new work, the west-central African nation of Gabon last year asked us to create a master plan for developing its infrastructure, and then to manage its implementation, which is already well under way.

**The Dulles  
Metrorail  
extension  
heralds an  
easier commute  
in Northern  
Virginia and to  
Washington,  
D.C.'s Dulles  
International  
Airport.**

Dulles Metrorail  
extension,  
Virginia, USA

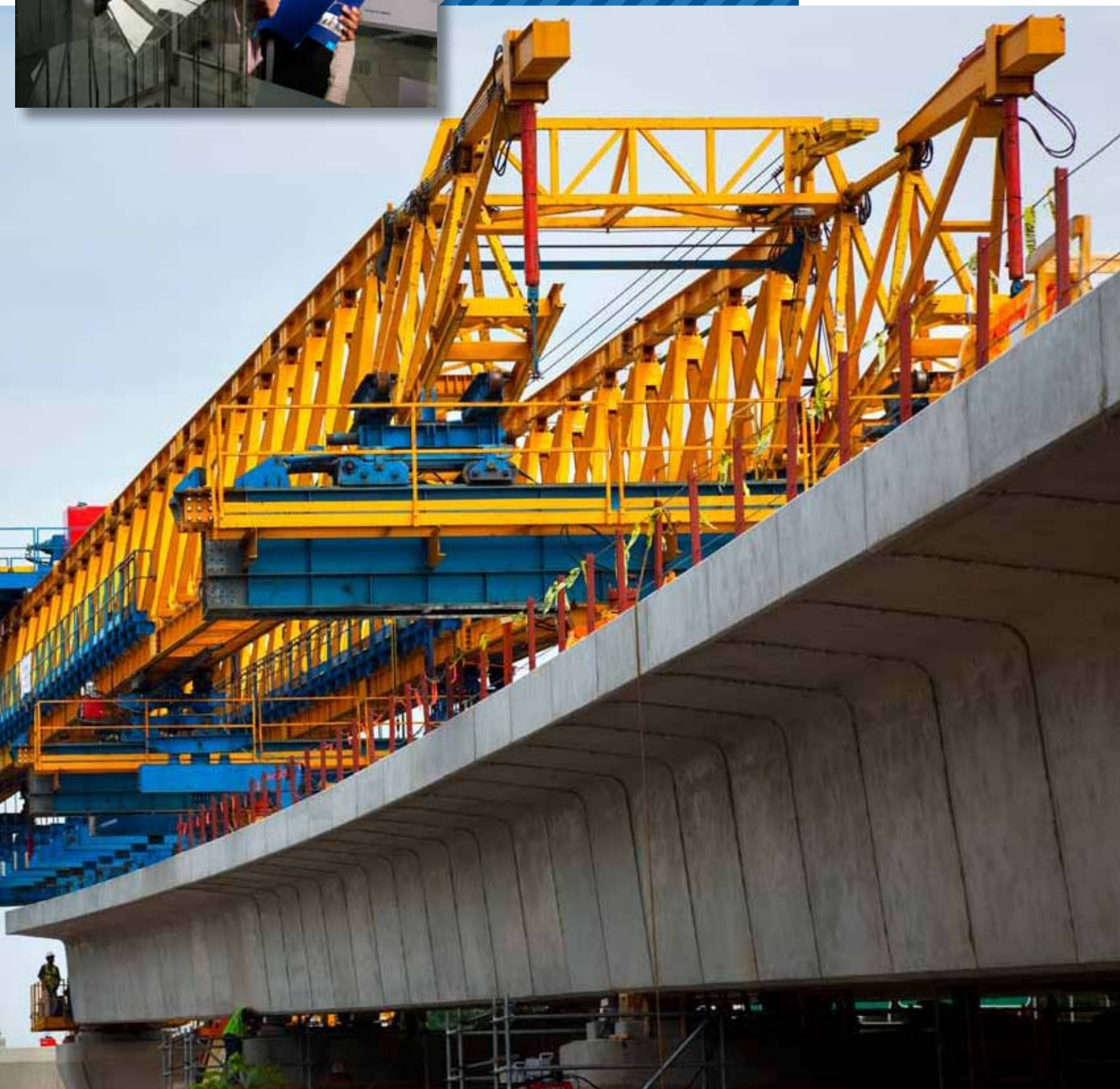






The new Crossrail commuter railway in London will be a model of sustainability, minimizing environmental impact through energy-efficient equipment and materials, low- or zero-carbon construction technologies, and a dramatic reduction in waste that goes to landfill.

## BUILDING TOMORROW







Turkey Point  
extended  
power uprate,  
Florida, USA

## POWER

For more than half a century, Bechtel has been on the leading edge of power generation. In 2010, we set ourselves apart even further, offering ways for customers to embrace the future with renewable sources and affordable nuclear power.

At the same time, we continued to construct clean and efficient new fossil fuel plants and extend the life cycles of existing nuclear facilities.

In July, Bechtel teamed with Babcock & Wilcox to create Generation mPower™, an alliance to design and deploy B&W's small modular reactors—units that can be built much faster and more affordably than full-sized plants.

Solar and wind power also figured prominently last year. We broke ground on Ivanpah, the solar thermal complex in California's Mojave Desert that will be one of the largest of its kind. And we were chosen to help develop an offshore wind farm on Lake Erie near Cleveland, Ohio.

We also made strong progress on a number of ongoing projects. A program for NextEra is increasing the capacities of two nuclear power plants in Florida and one in Wisconsin. In California, we completed the replacement of aging steam generators at the San Onofre nuclear plant. And we were selected to provide engineering services for the first commercial nuclear power plant in the Middle East, to be built in the United Arab Emirates.

On the fossil side, we have completed coal-fired plants in Kentucky and Wisconsin and the Sammis retrofit in Ohio, and we are building a coal-fired plant in Illinois that will be one of the cleanest in the country.

In communications—part of Power's portfolio—we began work on a national 4G wireless buildout for Clearwire Communications.

**In Illinois, we  
are building a  
cozbe one of  
the cleanest  
in the United  
States.**

Prairie State  
power plant,  
Illinois, USA





With mPower™ small modular reactors from Babcock & Wilcox, Bechtel can add capacity to existing nuclear power plants or construct new ones faster and less expensively than building a traditional full-size plant. mPower™ is a natural choice for utilities looking to generate clean, cost-efficient power.

## BUILDING TOMORROW









Inside and atop  
the passenger  
terminal of the New  
Doha International  
Airport, now under  
construction in Qatar.



# GLOBAL HIGHLIGHTS



**Wood River Refinery**  
Designing and building new process units at an oil refinery in Illinois for ConocoPhillips.

**Prairie State Power Plant**  
Building one of the nation's cleanest coal-fired power facilities in Illinois for Peabody and eight public power agencies.

**Oak Creek Power Plant**  
Completed a supercritical pulverized coal-fired facility for a subsidiary of Wisconsin Energy.

**Edwardsport IGCC plant**  
Building a coal-fired facility for Duke Energy Indiana using integrated gasification combined-cycle technology.

**Surmont Oil Sands**  
Working with ConocoPhillips and Total to increase Surmont's bitumen production capacity from 27,000 to 110,000 barrels per day.

**Keystone Pipeline**  
Completed the first phase of a pipeline for TransCanada to carry crude oil from Canada to U.S. markets.

**Scotford Upgrader**  
Completed an expansion of an upgrader facility for Shell Canada to convert bitumen from oil sand.

**Missile Defense**  
Constructing installations in Alaska and California for the U.S. government's Ground-based Midcourse Defense system.

**Hanford Waste Treatment Plant**  
Building a facility for the U.S. Department of Energy to treat hazardous waste at a former nuclear production site in Washington state.

**Lawrence Livermore National Laboratory**  
Managing a national research institution in California for the U.S. Department of Energy.

**Ivanpah Solar Power Complex**  
Designing and building a 370-megawatt solar thermal power complex in California for BrightSource Energy.

**Chemical Weapons Elimination**  
Eliminating chemical weapon stockpiles at U.S. Department of Defense sites in Colorado and Kentucky.

**Los Alamos National Laboratory**  
Managing a national research institution in New Mexico for the U.S. Department of Energy.

**Pascagoula Refinery**  
Working for Chevron on a major revamping program at an oil refinery in Mississippi.

**Motiva Refinery**  
Expanding an oil refinery in Texas for Saudi Aramco and Shell that will be the largest in the U.S.

**Las Bambas Mine**  
Developing a greenfield copper concentrator in the Peruvian Andes for Xstrata

**Wireless Networks**  
Working on wireless network expansion and deployment projects for AT&T Mobility, Cox Communications, and Clearwire.

**Kwajalein Test Range**  
Managing a U.S. Department of Defense missile defense and satellite surveillance site.

**Yarwun 2 Refinery**  
Designing and building the second stage of an alumina refinery in Queensland for Rio Tinto Alcan.

**Queensland Curtis LNG Project**  
Designing and building a grassroots LNG complex fed by coal seam gas for British Gas.

**Port Waratah Coal Terminal**  
Upgrading and increasing the capacity of a coal-handling facility in New South Wales for Port Waratah Coal Services.

**Liwan Gas Development**  
Developing a large deep-water gas field in the South China Sea for Husky Oil China.

**Worsley Refinery**  
Increasing capacity of an alumina refinery and bauxite mine near Perth for BHP Billiton Worsley Alumina.

**Crinum North Mine**  
Providing infrastructure, services, and equipment for longwall mining at the Crinum North coal mine in Queensland for BHP Billiton-Mitsubishi.



#### Trimble Power Plant

Completed a supercritical pulverized coal-fired power plant in Kentucky for Louisville Gas and Electric.

#### Sammis Power Plant

Completed modernization of air quality control systems at a coal-fired power plant in Ohio for FirstEnergy.

#### Naval Nuclear Propulsion

Managing atomic power laboratories in New York and Pennsylvania for the U.S. Department of Energy and the Navy.

#### Watts Bar Power Plant

Completing construction of Unit 2 at a nuclear generating station in Tennessee for TVA.

#### Metrorail Extension

Building an extension of the Metrorail for the Metropolitan Washington Airports Authority.

#### Oak Ridge

Cleaning up the environment at the birthplace of the nuclear age in Tennessee for the U.S. Department of Energy.

#### Nuclear Power Upgrades

Increasing capacities at nuclear power stations for NextEra.

#### Antapaccay Mine

Building a new copper concentrator to expand mining operations in the Peruvian Andes for Xstrata.

#### Los Bronces Mine

Building a new concentrator at a copper mine in the Chilean Andes for Anglo American SUR S.A.

#### Crossrail

Managing construction of a 21-kilometer tunnel and other work on a new commuter railway for Transport for London and Network Rail.

#### Albanian Motorway

Completed a 61-kilometer highway, including a 5.5-kilometer tunnel, for the Albanian government.

#### Romanian Motorway

Constructing a 415-kilometer motorway linking Brasov to the Hungarian border for the Romanian government.

#### Al Khalij Power Plant

Working on a 1,400-megawatt oil/gas-fired plant for General Electricity Company of Libya.

#### Khursaniyah Gas Plant

Completed the first phase of a natural gas processing plant in Saudi Arabia for Saudi Aramco.

#### Yajva power plant

Providing engineering and procurement on a combined-cycle power plant in Russia's Perm region for OGK-4.

#### Ras Az Zawr Smelter

Building a greenfield aluminum smelter in Saudi Arabia for Ma'aden as part of a new industrial city.

#### Jubail Industrial City

Overseeing the ongoing expansion of Jubail Industrial City for the Saudi Arabian government.

#### Brass LNG Plant

Helping develop a liquefied natural gas processing plant in Nigeria for Brass LNG Limited.

#### Gabon infrastructure

Working for the government of Gabon on a plan to modernize the nation's infrastructure.

#### Angola LNG Plant

Designing and building a natural gas liquefaction plant for Angola LNG Limited.

#### New Doha International Airport

Working for the government of Qatar to construct an airport capable of accommodating super jumbo jets.

#### Habshan 3/Asab 2 Gas Plant Projects

Completed work on natural gas processing plants at Habshan and Asab in Abu Dhabi for GASCO.



FORGING THE FUTURE

# CORPORATE RESPONSIBILITY

Corporate responsibility has always been important for Bechtel. We build big projects in all kinds of places, from cities to remote wilderness, and the impact of our projects on people and the land can be substantial. We want that impact to be positive.

Most of the components of social responsibility have been in place at Bechtel for years. They include a program that plans for the future of people and communities where we work; innovative and practical solutions that help our customers meet their sustainability goals; and an ironclad commitment to safety, health, and ethics which underpins the entire effort. Together, they comprise one of the most comprehensive and forward-looking corporate responsibility programs in our industry.

## **Sustainable by Design**

With more than 60 LEED-accredited professionals on staff, Bechtel is incorporating sustainability into engineering, procurement, and construction on projects ranging from transportation systems to industrial facilities.

A great example of sustainable design is the New Doha International Airport taking shape in the desert nation of Qatar. In the main passenger terminal, high-performance glazing and angled curtainwalls will permit daylight while providing shade, saving energy in the process. In addition, carbon dioxide sensors will monitor the occupancy of the terminal, enabling the heating and air-conditioning systems to reduce flow to unoccupied areas.

The Crossrail commuter railway now under construction in London also will incorporate many elements of environmentally efficient design. At every new station along a 21-kilometer underground tunnel, we are minimizing environmental impact through energy-efficient equipment and materials, low- or zero-carbon technologies during construction, and a dramatic reduction in the amount of waste that ends up in landfill—like the 95 percent of waste reused or recycled from Tottenham Court Road station.

We also are running our own business more sustainably.



“Sustainability teams across our business units actively focus on embedding best sustainability practices to add value to our business, assist our customers in meeting their sustainability goals, and really, to become the way we work. These efforts help to transform countries and communities by creating positive development impact alongside the important infrastructure we build.”

— Catherine McKalip-Thompson,  
Sustainability Manager for  
Bechtel National

Bechtel offices around the world are creating more environmentally friendly workplaces, expanding recycling programs, using green products like smart lighting and water fixtures, reducing our carbon footprint, and promoting simple steps employees can take—such as turning off their computers at night—which can add up to significant energy conservation. Our renovated office in Washington, D.C., earned LEED-Platinum status from the U.S. Green Building Council.

### **Building Skills and Knowledge**

Corporate responsibility isn't just about the environment, however. Bechtel also fosters social and economic sustainability by training local workers and building the capacity of local suppliers so they can work on our projects—and build skills and knowledge that will benefit them long after the project is finished. At a liquefied natural gas project under construction in Angola, we've provided craft, supervisory, and English language training for over 600 direct-hire Angolan workers. Halfway around the world, at the Kwajalein missile defense project, Marshall Islands residents who participated in a Bechtel training program have taken on operating roles formerly held by expatriates.

By involving local workers and suppliers, money spent on a project goes back into the community. Case in point: The



Bechtel has trained hundreds of thousands of local workers for jobs on our projects, providing skills that help people throughout their careers. Case in point: At the liquefied natural gas project in Angola, craft skills and English-language training have benefited more than 600 direct-hire workers, including this group photographed at the Bechtel Training Center in Kitona.

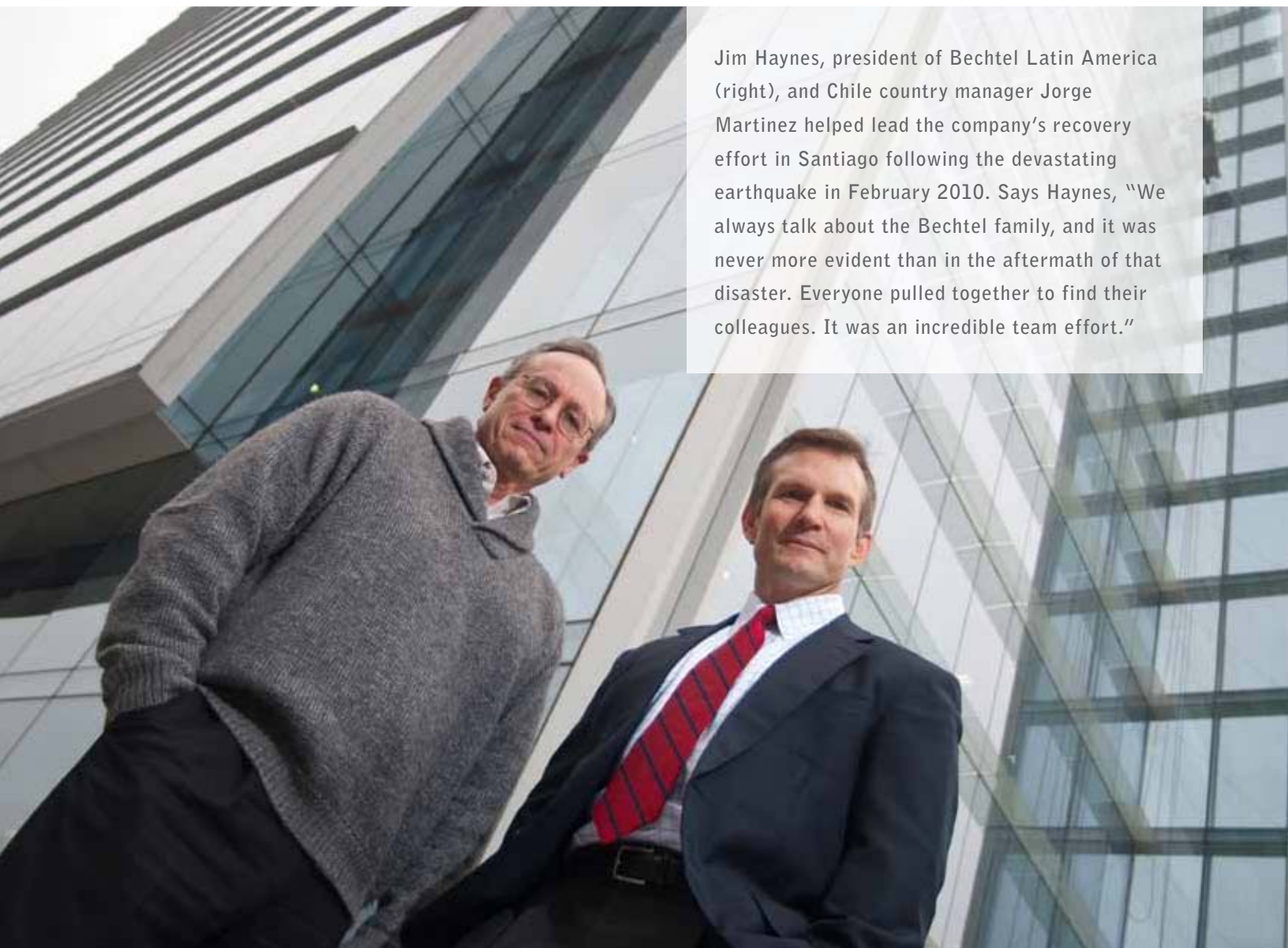
Dulles Corridor Metrorail extension project, which by late last year had poured more than \$600 million into the economy of Northern Virginia.

In our role as a global industry leader, we are advancing the discussion about sustainability in many countries where we operate: In Australia, for instance, we have sponsored and contributed to a guide on local resources for mining and oil-and-gas companies. In the UK, we supported the Institute for Civil Engineers in developing a toolkit for achieving Millennium Development goals on engineering and construction projects. And in the United States, Bechtel co-chairs the Construction Industry Institute's Community of Practice on Sustainability.

## A Commitment to Safety

Corporate responsibility dovetails perfectly with Bechtel's longstanding commitment to safety. We think every accident is avoidable, and we are continually striving to improve the safety of employees who work on projects and in offices, as well as people who live and work near our job sites.

Every worker on every project receives the best safety training in the business and has the power to halt work in the event of a hazardous situation, while regular safety meetings and ongoing campaigns drive home the need for safety every day. As a result, Bechtel was one of the safest companies in our industry again in 2010.



Jim Haynes, president of Bechtel Latin America (right), and Chile country manager Jorge Martinez helped lead the company's recovery effort in Santiago following the devastating earthquake in February 2010. Says Haynes, "We always talk about the Bechtel family, and it was never more evident than in the aftermath of that disaster. Everyone pulled together to find their colleagues. It was an incredible team effort."





“Bechtel has a long history of commitment to ethical business conduct. Our Ethics and Compliance Program helps to ensure that all employees worldwide have a shared understanding of our company’s uncompromising dedication to integrity and provides an independent resource for employees to ask questions or raise concerns about business ethics issues.”

— Nancy Higgins,  
Chief Ethics & Compliance Officer

We also want to be one of the healthiest companies, so we started a program that helps employees monitor their health, correct unhealthy habits, and plan an active life and a healthy diet. In 2010, we added new incentives that let employees earn rewards by participating in wellness programs.

### **Ethics and Compliance Program**

No corporate social responsibility effort would be complete without an ethics program that guides people’s actions and informs every business decision. At Bechtel, we have one of the most deep-rooted and far-reaching ethics and compliance programs in the industry, exemplified by a new global Code of Conduct in 2010 that has been translated into half a dozen languages.

All of our nonmanual employees participate in annual ethics awareness workshops, and compliance training helps them

understand company policies as well as laws and regulations that apply to their work.

Long before the age of corporate responsibility, Bechtel was responding to the needs of communities where we have major offices and projects. Since 1954, the Bechtel Group Foundation has given tens of millions of dollars for education and philanthropy. In addition, the foundation often makes donations to help victims of natural disasters such as earthquakes. In 2010, Bechtel and its employees donated more than \$1.1 million to relief efforts following the devastating earthquakes in Haiti and Chile.

On the next page, you’ll notice that many of the themes discussed here are included in our Vision + Values. Which goes to show that at Bechtel, being a responsible corporate citizen is part of who we are.



## VISION

To be the world's premier engineering, construction, and project management company.

- > Customers and partners will see us as integral to their success. We will anticipate their needs and deliver on every commitment we make.
- > People will be proud to work at Bechtel. We will create opportunities to achieve the extraordinary, and we will reward success.
- > Communities will regard us as responsible—and responsive. We will integrate global and local perspectives, promote sound management of resources, and contribute to a better quality of life.







## VALUES

Building on a family heritage that spans more than 112 years, we will continue to be privately owned by active management and guided by firmly held values.

**Ethics.** Uncompromising integrity, honesty, and fairness are the heart of our company.


**Excellence.** We set high standards. We apply advanced technology, and we continually innovate and improve. We thrive on challenge and accomplishment.

**Fair Return.** We earn a return that fairly rewards the value we deliver.

**Mutual Respect.** We work by our Bechtel Covenants, which encourage openness, teamwork, and trust. We value an inclusive culture based on diverse backgrounds, experience, and views.

**Safety.** Zero accidents is our unwavering goal—people's lives depend on it.

**Sustainability.** We plan and act for the future—for the long-term good of our company, our customers, and our world.



# BECHTEL'S FIRST MEGAPROJECT TURNS 75

## HOOVER DAM

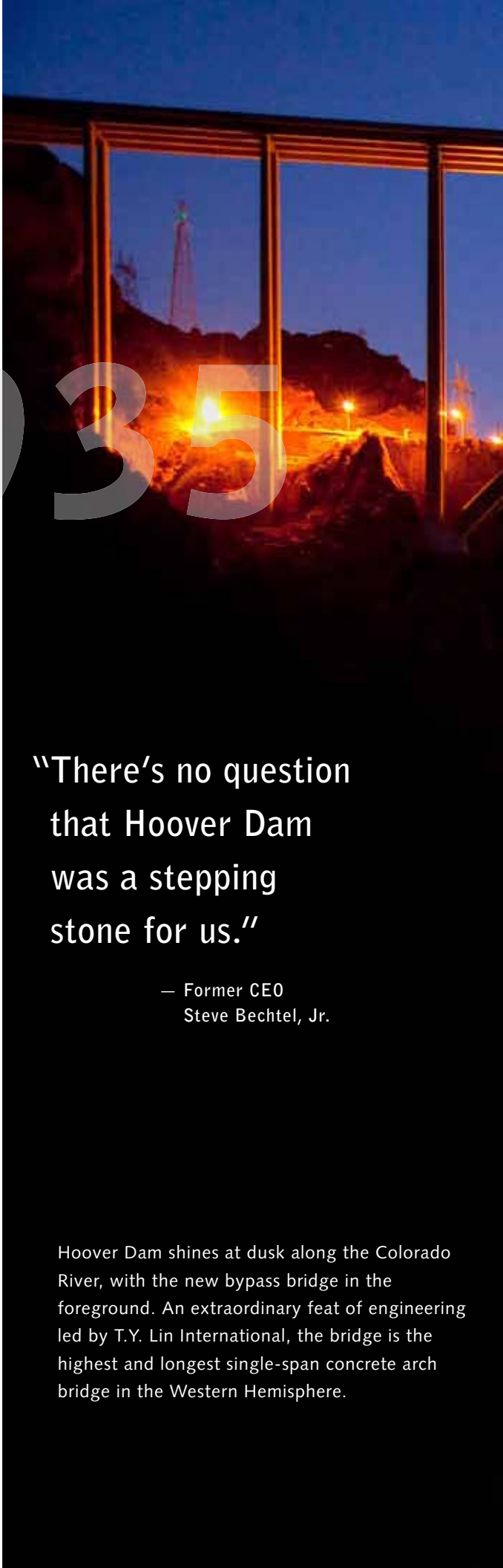
# 1935

Last year marked the 75th anniversary of Hoover Dam, one of the wonders of the modern world—and Bechtel's first megaproject. Built to harness the waters of the powerful Colorado River, the dam rises 221 meters above Black Canyon on the Arizona-Nevada state line. It measures 201 meters thick at the base and 379 meters across at the top, and weighs nearly 6 million metric tons.

Hoover Dam also is a monument to innovation and to the human spirit. During the depths of the Great Depression, when men would do almost anything for work, Hoover Dam gave them something grand to work on. Between the start of construction in 1931 and the official dedication of the dam in September 1935, more than 15,000 people came from all over the country to be part of the project.

Built by a consortium including Bechtel at a cost of \$49 million, Hoover Dam was the largest civil infrastructure job ever undertaken in the United States. Its size and remote location demanded innovation in everything from safety—it was the first project on which Bechtel made hard hats mandatory—to procurement and construction. For example, engineers devised an innovative method for curing millions of cubic meters of concrete by circulating cold water through a system of embedded piping.

For Bechtel, Hoover Dam was a defining project. It came in two years ahead of schedule and under budget, giving company leaders the confidence that they could take on any project, anytime, anywhere. "There's no question that Hoover Dam was a stepping stone for us," says Steve Bechtel, Jr., who ran the company from 1960 to 1990. "The project and our role in it was a major platform for advancing on to other bigger projects."



"There's no question  
that Hoover Dam  
was a stepping  
stone for us."

— Former CEO  
Steve Bechtel, Jr.

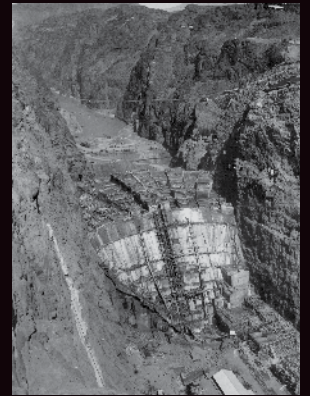
Hoover Dam shines at dusk along the Colorado River, with the new bypass bridge in the foreground. An extraordinary feat of engineering led by T.Y. Lin International, the bridge is the highest and longest single-span concrete arch bridge in the Western Hemisphere.





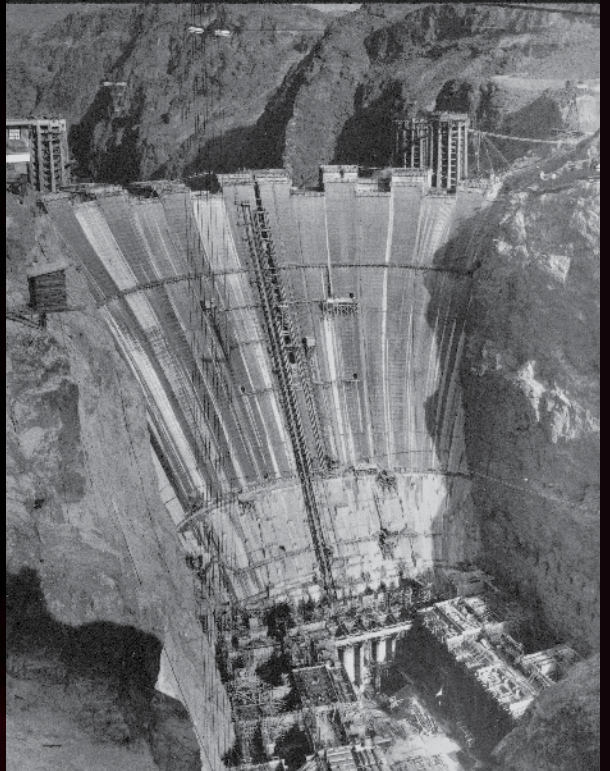


# 2010



## **Rising Up**

During five years of construction, Hoover Dam rose 70 stories above the floor of the Black Canyon. It took 3.4 million cubic meters of concrete to build the massive structure.





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