



INFRASTRUCTURE
MINING & METALS
NUCLEAR, SECURITY & ENVIRONMENTAL
OIL, GAS & CHEMICALS

31° 21' 38.27" N | 30° 19' 44.72" E

West Nile Delta Gas Processing Terminal, Egypt

THE BECHTEL REPORT

Vision, Values & Covenants

Vision:

What we aspire to do

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.

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, subcontractors, 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.

Executive letter

Our customers change the world for the better. They provide access to energy. They connect communities through rail, air, road, and communications networks. They improve the resiliency of infrastructure to meet future demands. They increase responsible access to resources. They protect nations and their citizens from evolving threats. They even reach for new frontiers in space.

To help our customers achieve their ambitious goals, we rely on the quality of our people and their relentless drive to deliver.

Invest in our people

Project success hinges on a diverse and talented team. Since our founding, our people have made a difference. They forge the relationships and collaboratively develop solutions that help customers build proud legacies based on positive impacts.

We continue to nurture a culture of innovation. Over the last four years, we have deployed nearly 250 innovations across 56 projects worldwide to enhance results for customers. Nearly all these ideas have come from our people on projects, who are delivering innovation to our customers every day, every time they creatively solve a real-world problem.

We believe diversity drives better performance and have set three- and five-year diversity and inclusion targets for the company.

We have expanded programs to recognize and retain our technology and engineering professionals, encouraging and supporting their work as leaders in their fields.

We are investing in our craft professionals, the heart and soul of our business, who are in high demand and short supply, especially in the United States. Through partnerships and programs, we have developed apprenticeships, onsite training, and veteran-focused initiatives. The impact to our customers' projects is clear.

For example:

- Plant Vogtle Units 3 and 4 are now more than 75 percent complete and closer to producing carbon-free energy, due to a workforce of more than 9,000 people.
- The Kosovo Motorway was completed by more than 3,350 local construction professionals. The team also received approximately 100,000 hours of training for future career growth.
- Shell's Pennsylvania Chemicals project, which is expected to contribute to long-term economic growth for the western part of the state, is being built by 6,000 craft professionals.
- The Riyadh Metro, which will reduce daily car trips by 250,000 in Saudi Arabia, is being delivered by 28,000 craft professionals.

Perform as promised

By aligning everything we do to our customers' objectives, we help them achieve their goals. Highlights of our 2019 partnerships included:

- Cheniere meeting the growing demand for liquefied natural gas (LNG) with two new LNG facilities in the United States.
- The Kosovo government opening the country's Route 6 motorway, expanding trade in the Balkans.
- Alba adding three percent to Bahrain's GDP through a new aluminum smelter.
- The Blue Grass Chemical Agent-Destruction Pilot Plant beginning to safely dismantle the last U.S. chemical weapons stockpile.

Customers also achieved milestones on projects that will expand air and rail transit options for millions of travelers, provide a key source of zero-carbon power, and eliminate environmental risks at some of the largest hazardous waste sites in the United States.

Our work on these and other projects generated revenue of \$21.8 billion for the year. We added \$9.6 billion of revenue in new awards, and we finished the year with \$38.3 billion in revenue backlog.

Revenue in billions of U.S. dollars

2019	\$21.8
2018	\$25.5
2017	\$25.9
2016	\$32.9
2015	\$32.3

New Work Booked in billions of U.S. dollars

2019	\$9.6
2018	\$17.3
2017	\$11.8
2016	\$15.3
2015	\$21.5

Backlog Revenue in billions of U.S. dollars

2019	\$38.3
2018	\$46.9
2017	\$51.0
2016	\$58.5
2015	\$70.2



Brendan Bechtel, Chairman & Chief Executive Officer

Customers also put their trust in our teams with new projects. NASA chose Bechtel to design and construct a mobile rocket launcher. NextDecade and Cheniere called on us for new LNG facilities in the United States, as did the Serbian government for a 5G-ready motorway, and Newmont for a major gold mine expansion in Peru. In addition, we partnered with General Motors to explore building electric vehicle charging infrastructure.

As always, we measure success by the quality of what we deliver; our ability to keep our colleagues and partners safe; the positive impact we have on society; and the relationships we build.

Safety will always be our most important value. This year, we mourned the tragic loss of a colleague on our Kosovo Motorway project. We will not rest until we have achieved zero incidents. Every incident and occupational injury is preventable.

Build the company for the long term

Globally, the EPC industry remains one of the sectors poised for progress through the application of digital technology. Ongoing advances in technology over the next decade will redefine excellence in our business. We intend for Bechtel to be at the forefront of this change.

In addition to continuing to prototype and pilot innovations, we made investments that will enable more efficient execution through highly integrated, data-centric processes and improved collaboration. These efforts will contribute to our goal to reduce project delivery costs by 20 percent and improve schedule performance by 30 percent.



Jack Futcher, President & Chief Operating Officer

We created a new social enterprise called bechtel.org to strengthen the resilience of vulnerable communities. It will partner with diverse organizations to deliver community infrastructure projects for social impact. bechtel.org will be operational in 2020.

We will continue to build on new and long-term relationships that can help grow expertise and opportunity for in-demand skilled craft professionals and inspire the future generations of craft and STEM professionals.

Thank you for your interest in our company and the extraordinary projects we bring to life with our customers.

Sincerely,

Brendan Bechtel

Chairman & Chief Executive Officer

Jack Futcher

President & Chief Operating Officer

New partnerships and project milestones

- NASA chose Bechtel National Inc., along with teaming subcontractors, to design, build, test, and commission Mobile Launcher 2, the ground structure that will be used to assemble and launch the next version of the Space Launch System rocket.
- Cheniere achieved first cargo on Train 2 at the Corpus Christi Liquefaction export terminal. Cheniere also selected us for the Corpus Christi Stage 3 expansion project, which will increase LNG capacity by another 9.5 million metric tons per year.
- The government of Serbia selected a Bechtel-ENKA joint venture to build the country's first 5G-ready motorway, a 70-mile (112-kilometer) dual-carriageway, and a key flood-defense system in the West Morava river valley.
- PTT Global Chemical (PTTGC) selected us as the EPC contractor for an ethane cracker in Ohio to further develop the Shale Crescent region.
- NextDecade has entrusted us to deliver the first phase of the Rio Grande LNG project, which will consist of three liquefaction trains, two storage tanks, and two marine berths.
- We entered a strategic partnership with the U.S. government's Millennium Challenge Corporation and the Côte d'Ivoire government to develop an infrastructure master plan that will promote sustainable economic growth and stability.
- A Bechtel-ENKA joint venture completed a 40-mile (65-kilometer) motorway in Kosovo that connects critical trade routes and facilitates economic growth.
- We passed the halfway mark in the tunneling on the Sydney Metro, Australia's biggest public transportation project. The 41-mile (66-kilometer) system will have 31 stations and revolutionize travel around Australia's largest city.
- We are supporting Teck in Chile with expansion of its Quebrada Blanca copper mine, which is the largest copper project in Latin America.
- Woodside selected us as its preferred execution contractor to develop the Pluto LNG Train 2 facility in Western Australia, pending final investment decision. We also performed the front-end engineering and design.
- Newmont Corporation chose us to expand its Yanacocha gold mine in Peru.
- We completed construction of a new water treatment facility, control room, and condensate-handling facility for BP's Galeota Expansion Project in Trinidad.
- We helped the U.S. Department of Energy open the control facility at the Hanford Tank Waste Treatment and Immobilization Plant in Washington state.
- A Bechtel-led team began destruction of the final stockpile of World War II-era chemical weapons at the Blue Grass Chemical Agent-Destruction Pilot Plant in Kentucky.
- Under budget and ahead of schedule, a Bechtel-led team delivered waste retrieval modules for one of Europe's most hazardous buildings, the Pile Fuel Cladding Silo at the Sellafield Site, as part of the U.K. Nuclear Decommissioning Authority's cleanup program.
- The workforce at Plant Vogtle Units 3 and 4 made significant progress for customer Georgia Power, placing the containment dome and supporting the start of major systems testing on Unit 3.
- The Bechtel-led team at the Pueblo Chemical Agent-Destruction Pilot Plant in Colorado reached a significant milestone by safely eliminating more than 200,000 surplus chemical weapons for the U.S. Department of Defense.
- We are part of the team supporting the Santa Clara Valley Transportation Authority in delivering a 10-mile (16-kilometer) extension and two new stations for the Bay Area Rapid Transit network.
- We continue to make progress on Manitoba Hydro's Keeyask Generating Station. The facility will provide renewable energy to 400,000 residents in the region.
- The Edmonton Valley Line Light Rail project team completed a one-mile (1.3-kilometer) elevated guideway and received the first nine light rail train cars.
- We are well into our fourth decade of serving the Royal Commission of Jubail and Yanbu, building the industrial cities of Jubail and Ras Al Khair. At \$20 billion, Jubail is the largest civil engineering project in modern times. Our customer's focus now is on increasing residential and educational facilities.
- We began construction on Advanced Power's South Field Energy project in Ohio and made continued progress on its Cricket Valley Energy Center in New York. Both facilities convert natural gas to reliable, efficient energy, and each project will help power 1 million local homes.
- We were selected as part of the Pearl Harbor Shipyard Infrastructure Optimization Program team to develop an innovative digital model to help improve Hawaii's storied naval shipyard for 21st-century duty.
- The Al Taweelah alumina refinery in Abu Dhabi achieved 79.4 million job-hours worked in more than five years with just four lost-time incidents, a direct result of more than 277,000 hours of safety training.
- We completed the Alba Potline 6 Project for Alba in record time and at record-low cost, and in the process helped Alba become the world's largest aluminum smelter outside China.
- Progress continues on the Riyadh Metro project for the Kingdom of Saudi Arabia as work has shifted from heavy construction to systems installation. When complete, the two metro lines will serve 37 new stations across the Kingdom's capital city.

Project highlights

Infrastructure

1. Côte d'Ivoire infrastructure master planning: Delivering a master plan for an economic corridor in partnership with the government of Côte d'Ivoire and the Millenniu, Challenge Corporation that will outline critical projects to support the development of this West African country.

2. Cricket Valley Energy Center: Designing and building a 1,100-megawatt, combined-cycle natural gas power plant in New York for Advanced Power.

3. Crossrail: Supporting the delivery of a new railway from east to west London, including 10 new and 39 upgraded stations, and 13 miles (21 kilometers) of twin tunnels for Crossrail Limited and Network Rail.

4. Edmonton Valley Line Light Rail Transit (EVLLRT): Leading a consortium to design, build, finance, operate and maintain an 8-mile (13-kilometer) route with 11 stops and one station for the City of Edmonton.

5. Gabon National Infrastructure: Executing the build-out of national infrastructure to support sustainable economic development for the government of Gabon.

6. Gatwick International Airport: Serving as construction manager for the delivery of a major capital investment program, while keeping the world's biggest single runway airport operational.

7. High Speed 2: Working with HS2 Ltd as development partner for Phase 2b of the 179-mile (289-kilometer) second high-speed line connecting Birmingham with Leeds and Manchester.

8. Jubail: Providing management services for the world's largest industrial development project — Jubail and Ras Al Khair industrial cities — for the Royal Commission for Jubail and Yanbu.

9. Keeyask Generating Station: Leading a partnership in Manitoba, Canada to build a seven-unit, 700-megawatt powerhouse; concrete spillway; earth dam structures; and dikes for Manitoba Hydro.

10. Kosovo Motorway: A Bechtel-ENKA joint venture completed Route 6, a new 40-mile (65-kilometer) motorway for the government of Kosovo.

11. London City Airport: Managing the development program to expand the existing terminal and build a new passenger pier, eight new aircraft stands, and a new parallel aircraft taxi lane.

12. National Project Management Organization: Supporting the development and operation of a new government organization in Saudi Arabia for the delivery of complex national infrastructure projects.

13. Riyadh Metro: Designing and building two of the most challenging metro lines, including 37 stations, three depots, and 39 miles (63 kilometers) of track for the landmark project in Saudi Arabia's capital for the Royal Commission of Riyadh City.

14. Serbian Motorway: As part of a Bechtel-ENKA joint venture, building a new 70-mile (112-kilometer) motorway and a major flood defense system in the West Morava river valley for the government of Serbia.

15. South Field Energy: Designing and building a 1,182-megawatt, combined-cycle natural gas electric generating facility in Ohio for Advanced Power.

16. Sydney Metro: Serving as delivery management partner for 9.6 miles (15.5 kilometers) of twin-bore tunneling and excavation for six new metro stations for the Transport for New South Wales government agency.

17. Telecommunications: Deploying wireless networks for major communication companies throughout the United States.

18. Texas High-Speed Rail: Serving as development partner for the 240-mile (386-kilometer) high-speed rail line for the privately owned Texas Central Railroad.

19. Western Sydney Airport: Serving as project manager for design definition, and as delivery partner for the procurement and construction of a new greenfield 10 mpa airport funded by the Australian Government.

Mining & Metals

20. Al Taweelah alumina refinery: Provided EPCM services for a greenfield alumina refinery in partnership with Petrofac for Emirates Global Aluminium.

21. Alba Potline 6 Project: Completed EPCM services for the project in the Kingdom of Bahrain for Aluminium Bahrain B.S.C. (Alba).

22. Amrun: Built a bauxite mine and its associated processing and port facilities to expand output at one of the world's largest bauxite deposits for Rio Tinto in Australia.

23. INCO Project: Providing EPC self-perform direct-hire services to Antofagasta Minerals at the Los Pelambres mine for this plant expansion, desalination plant, and water transport pipeline.

24. Quebrada Blanca Phase 2: Providing EPCM services around the expansion of the existing open pit mine and construction of a new 140,000 tonne per day copper concentrator for Teck.

25. Yanacocha Sulfide Project: Expanding the gold mine for Newmont Corporation on behalf of Minera Yanacocha in Peru.

Nuclear, Security & Environmental

26. Arnold Engineering Development Complex: Leading operations and sustainment for the engineering complex at Arnold Air Force Base, which supports ground testing of nearly every new U.S. air and space system.

27. Blue Grass Chemical Agent-Destruction Pilot Plant: Designed, built, and now systemizing a first-of-its-kind plant to safely destroy the chemical weapons stockpile at the Blue Grass Army Depot in Kentucky.

28. Consolidated Nuclear Security — Pantex Plant and Y-12 National Security Complex: Managing and operating U.S. manufacturing and nuclear weapons assembly/disassembly facilities in Texas and Tennessee to ensure a safe and effective national nuclear weapons deterrent for the National Nuclear Security Administration.

29. Hanford Tank Waste Treatment and Immobilization Plant: Designing, constructing, and commissioning the world's largest and most sophisticated radioactive waste treatment plant for the U.S. Department of Energy.

30. Lawrence Livermore National Laboratory: Partnering with the University of California to manage and operate one of the most important U.S. national security laboratories for the U.S. Department of Energy.

31. NASA: Leading a team that will design, build, test, and commission Mobile Launcher 2 at the Kennedy Space Center in Florida.

32. Pearl Harbor Shipyard: Part of a team developing a digital model and designs to improve the shipyard operations and infrastructure for 21st-century duty for the U.S. Department of Defense.

33. Plant Vogtle Units 3 and 4: Completing construction of the two-reactor expansion of a nuclear power plant near Augusta, Georgia, for Georgia Power.

34. Pueblo Chemical Agent-Destruction Pilot Plant: Designed, built, systemized, pilot tested, and now operating a first-of-its-kind plant to safely destroy mustard agent munitions for the U.S. Department of Defense.

35. Savannah River Remediation: Treating Cold War liquid radioactive waste and closing underground tanks at the Savannah River Site for the U.S. Department of Energy.

36. Sellafield Pile Fuel Cladding Silo Retrieval: Designed, fabricated, and installed silo doors and waste retrieval and handling modules at a nuclear site for the U.K. Nuclear Decommissioning Authority.

37. Uranium Processing Facility: Constructing a multi-building, state-of-the-art complex for enriched uranium operations for the National Nuclear Security Administration.

Oil, Gas & Chemicals

38. Corpus Christi Liquefaction: Designing and building three large-scale LNG production trains and related facilities, including tanks and marine structures. In addition, Bechtel has been selected as the EPC contractor to deliver seven mid-scale LNG production trains for the third stage of project development for Cheniere Energy in Texas.

39. Driftwood LNG: Designing one of the world's lowest-cost LNG production facilities that, at full capacity, will produce up to 27.6 million tonnes per annum for Tellurian Inc. in Louisiana.

40. Galeota Expansion Project: Provided EPC services to BP for upgrades to a condensate-handling facility and the addition of a new produced-water facility in Trinidad and Tobago.

41. Garyville Coke Drum Replacement: Providing EPC services for coke drum replacements and gas plant modifications for the Marathon Petroleum refinery in Louisiana.

42. Hail and Ghasha Offshore Project: Completed front-end engineering and design of a planned offshore/onshore ultra-sour gas megaproject in the Emirate of Abu Dhabi for the Abu Dhabi National Oil Company.

43. Pennsylvania Petrochemicals Complex: Providing EPC services to Shell Chemical Appalachia LLC for a major cracker facility near Pittsburgh.

44. Pluto Train 2: Executing front-end engineering and design for the first LNG expansion in Australia in more than a decade for Woodside Energy. Subject to a positive final investment decision, Bechtel will progress to a lump-sum EPC contract to deliver the Pluto LNG Train 2 facility, which will have a capacity of 5 million tpa.

45. Port Arthur LNG: Executing front-end engineering and design on the lump-sum EPC contract to build an 11 million tpa LNG facility for a wholly owned Sempra Energy affiliate in Texas.

46. PTTGC Petrochemical Complex: Chosen as preferred EPC contractor for a petrochemical complex in Ohio for the American subsidiary of Thai PTT Global Chemicals and its partner DAELIM Chemical U.S.A.

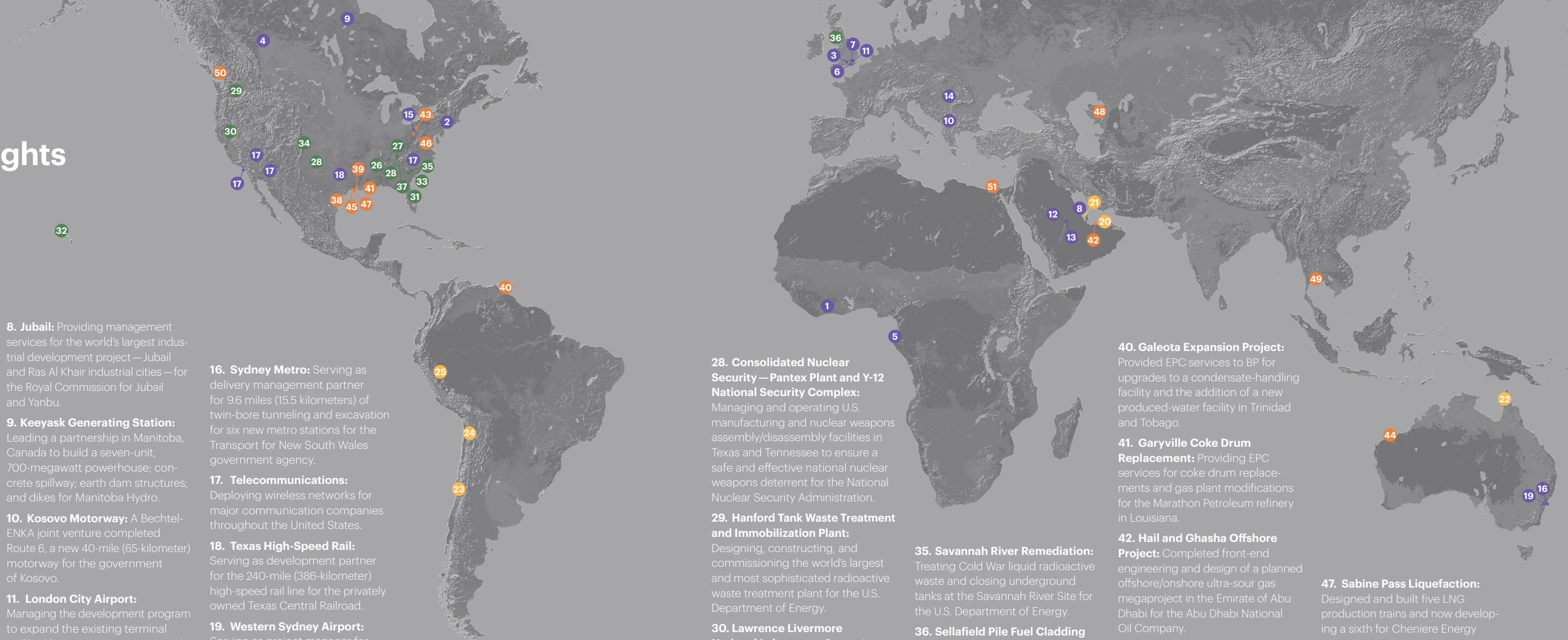
47. Sabine Pass Liquefaction: Designed and built five LNG production trains and now developing a sixth for Cheniere Energy in Louisiana.

48. Tengiz Facilities Upgrade and Future Growth Project Expansion: Providing EPC services to add crude oil storage capacity to the Tengizchevroil oil production facility in Kazakhstan, in addition to civil, mechanical and piping, and electrical and instrumentation development for the \$37 billion Future Growth Project.

49. Thai Oil Clean Fuels Project: Providing project management services to Thai Oil for their clean fuels refinery expansion in Sriracha, Thailand. Engineering is being performed in three locations and is 50 percent complete, and civil work has commenced.

50. Tilbury LNG: Performed EPC for a small LNG facility, including new storage capacity, for FortisBC in British Columbia, Canada.

51. West Nile Delta Gas Processing Terminal: Providing EPC services to BP for an onshore gas-processing plant near Alexandria, Egypt.



Helping customers grow industries and economies

Expanding the regional economy: The Kosovo Motorway

Shortly after Kosovo declared independence in 2008, the new government made plans to build two transformational motorways that would strengthen the country's economic future by enabling trade, travel, and tourism. The government chose a Bechtel-ENKA team to deliver them.

The first motorway, Route 7, was completed in 2013 and connected the capital of Pristina to Albania. In 2019, the team completed Route 6, a 40-mile (65-kilometer) four-lane motorway from Pristina to North Macedonia.

At the peak of Route 6 construction, Bechtel-ENKA was the largest employer in Kosovo. Eighty percent of the 3,350-person workforce were Kosovan, and 70 percent of subcontracted work was awarded to local contractors. Local employees also received approximately 100,000 hours of training for future career growth.

The job was not without its challenges. Mid-construction, risks around the integrity of the slopes were discovered, leading to a rethinking of roadway alignment. The team opted to build a series of viaducts across the valleys at various heights and lengths, with the longest spanning 3.5 miles (5.6 kilometers). To maintain schedule, they used pre-cast concrete and changed the development process and construction sequencing.

The Bechtel-ENKA team also partnered with Kosovo's Ministry of Environment to restore 6 miles (10 kilometers) of the Lepence river, which had been used as a trash dump. The water quality improvement processes used have since inspired new environmental standards for the country.



▲ Kosovo Motorway, Kosovo

▼ Girl Up Initiative



Girl Up Initiative

Bechtel partnered with the U.S. and Kosovo governments and the Girl Up leadership development initiative to host the Balkans' first-ever science, technology, engineering, art, and mathematics (STEAM) summer camp for teen girls. During the 10-day event, 100 participants learned about robotics and coding, drone technology, renewable energy sources, and construction technologies.

Enhancing Bahrain's global competitiveness: Completing Alba Potline 6

Alba's Potline 6 has made Alba the world's largest aluminum smelter outside of China. Potline 6 will boost Alba's production by 540,000 tonnes per annum, bringing Alba's total production to more than 1,540,000 tonnes per annum.

With the safe and successful completion of the Line 6 Expansion Project, Alba will continue to support the economic diversification of the Kingdom in line with Bahrain's Economic Vision 2030. The project increased Alba's contribution to the country's overall GDP by three percent bringing Alba's total contribution to approximately 15 percent.

Through our partnership, Alba's Potline 6 achieved first hot metal six months faster than the industry average and at a record low cost of less than \$4,000 per tonne of installed capacity. The Potline 6 team achieved a remarkable 13.8 million job hours without a single lost-time injury in 2019, a testimony to Alba's reputation as one of the safest aluminum smelter construction projects in recent history.

According to Alba, the Line 6 Expansion Project will boost employment opportunities for Bahrainis at Alba and in the local downstream market.

Collaborating to improve lives in Côte d'Ivoire

The government of Côte d'Ivoire announced its intent to enter into a strategic collaboration with the U.S. government's Millennium Challenge Corporation (MCC) and Bechtel to develop a national infrastructure master plan. The plan will serve as a roadmap to increase sustainable economic growth and stability, reduce poverty, and increase investment in the country.

MCC will use insights from the collaboration to deepen its understanding of master planning approaches; evaluate how master planning can inform infrastructure design, development, and implementation; and assess how to use it to catalyze private-sector investment in MCC partner countries.

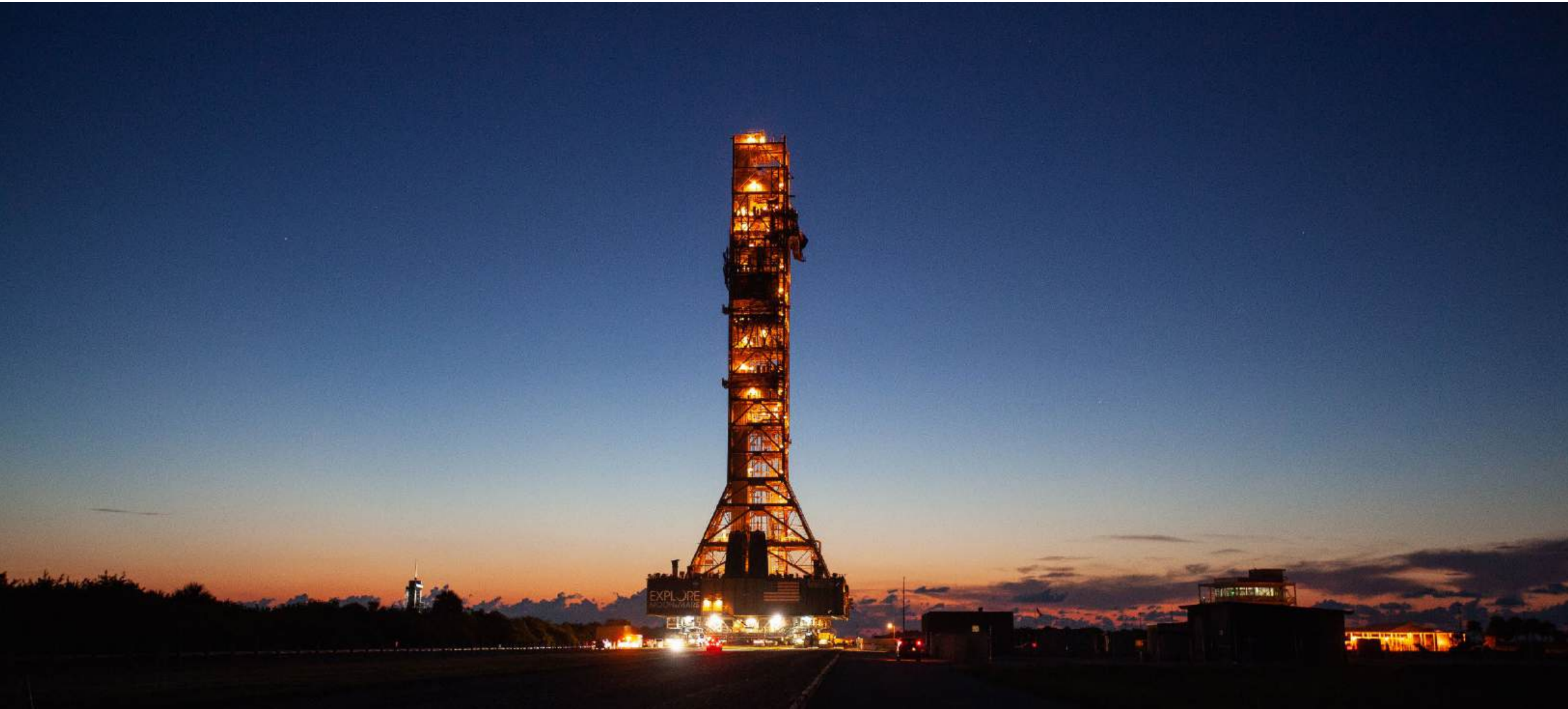
▼ Mobile Launcher 1, photo courtesy of NASA

Supporting the future of space exploration: NASA

NASA estimates it took more than 400,000 engineers, scientists, and technicians to accomplish the first moon landings. More than 50 years later, the agency is committed to further its mission of reaching new heights that reveal the unknown for the benefit of humankind.

One project helping NASA to achieve its mission is the next version of the Space Launch System (SLS) rocket, which may one day take materials and astronauts to the moon or Mars.

Bechtel is a proud partner in this visionary project. Along with our teaming subcontractors, we have been entrusted to design, build, test, and commission Mobile Launcher 2, the ground structure that will be used to assemble and launch the next version of the SLS rocket.



▼ Margaret Hamilton tribute, "Margaret by Moonlight." Photo courtesy of Google



Bechtel-built Ivanpah honors Margaret Hamilton

Google paid a stunning tribute to Margaret Hamilton, the director of the software engineering division behind NASA's Apollo space program, using more than 100,000 mirrors at the Bechtel-built Ivanpah Solar Electric Generating System in the California desert. "Margaret by Moonlight" celebrated her contributions to the space program and the software engineering discipline.

Helping customers connect and power communities

Minimizing operational disruption through innovative execution at Gatwick Airport

The Bechtel team is managing construction of Gatwick's expansion of Pier 6, which is at the heart of one of the world's busiest airfields. We are working closely with our customer to ensure the least amount of disruption to passengers and airline operations.

To address the challenges of building on an active airfield, our global experts and supply chain specialists developed a plan to maximize design for manufacture and assembly by using a modularization approach. Building elements are prefabricated offsite and transported to the final location for installation during optimal hours for minimal operational impact—driving safety, quality, schedule, and operational benefits.

Gatwick's expansion of Pier 6 will help the airport achieve even greater operational efficiency in response to record-breaking growth. The expansion represents the largest single investment in the airport's five-year capital investment program.

Helping deliver 5G

Efficient, reliable connectivity is a global challenge with population centers on all continents clamoring for better communications infrastructure. These communications networks do more than connect people and communities; they provide the backbone for smarter, more resilient cities.

Bechtel is a long-term partner of the communications industry. Over the decades, we have collaborated with thousands of sub-contractors and suppliers to design and install wireless systems that communicate with satellites in orbit, wireline projects that span continents, and last-mile services that connect communities to the worldwide networks of our customers. Most recently, we have been helping major carriers in the United States deploy their 5G networks faster.

Building capacity and industry in Australia

For more than 60 years, government agencies and businesses in Australia have partnered with Bechtel to meet the country's growing energy, infrastructure, and transportation needs.

We are currently helping deliver two of the most ambitious undertakings in the history of New South Wales—Western Sydney Airport and the Sydney Metro.



▲ Gatwick Airport, London

Western Sydney Airport

The Western Sydney Airport in Badger's Creek, New South Wales, is a U.S. \$3.6 billion project that will increase local economic activity in support of the greater Sydney plan, meet growing regional transportation needs, and create job opportunities. The 10 million-passenger-per-year airport will offer international and domestic passenger and freight services.

As delivery partner for the project, Bechtel is committed to supporting our customer in driving sustainable outcomes for local citizens and businesses as well as key community groups. We are setting robust employment targets for local, diverse, and Indigenous workers.

The construction phase of the airport is expected to employ more than 11,000 direct and indirect workers, with many receiving on-the-job training and upskilling in areas such as safety, earth-moving, civil construction, and building services and finishes.

Sydney Metro Project

Sydney Metro is the biggest public transportation project in Australia's history. When completed in 2024, it will connect Sydney's North West region to the central business district and destinations south and west through 31 stations and more than 41 miles (66 kilometers) of rail.

The project will increase the city's passenger rail capacity by nearly 60 percent, with metro trains running every two minutes in each direction to serve approximately 40,000 customers per hour. The metro will also deploy world-class technology to improve the passenger experience.

Bechtel is the delivery management partner for tunnel and station excavation, part of the Sydney Metro City and Southwest project. This year, we helped the team pass the halfway point in carving the tunnels. Five tunnel-boring machines were used, including a giant specialized slurry machine named Kathleen that dug under Sydney Harbour at depths of up to 130 feet (40 meters).

Excavated material from the newly constructed tunnels will be reused across a variety of projects in Sydney, including Western Sydney Airport.

▼ Sydney Harbour, Australia



Pluto Train 2

Pluto LNG is a world-class, on-shore processing train near Karratha in Western Australia. The Woodside Energy facility was originally designed for expansion and third-party gas processing, and an area for a second train was pre-prepared in 2007–2008.

Bechtel has been partnering with Woodside to complete activities required to finalize the costs and technical definition for the Pluto Train 2 expansion. This contract also includes an option to progress to a lump-sum EPC contract, which is subject to a positive final investment decision in 2020.

Helping customers provide energy to the world

Bolstering the future of carbon-free nuclear energy: Vogtle Units 3 and 4

When complete, Georgia Power's Plant Vogtle will be the largest generator of carbon-free electricity in the U.S., producing enough safe, reliable, affordable electricity to power 1 million homes and businesses.

In 2019, Bechtel placed the 745-ton (675-tonne), 130-foot (39-meter) dome atop the Unit 3 containment building and supported the start of major systems testing by the customer.

▼ Plant Vogtle Units 3 and 4, Georgia



On Unit 4, Bechtel continued the installation of bulk mechanical and electrical commodities and put in place the third and final ring for the high-integrity steel containment vessel.

Vogtle Units 3 and 4 are scheduled to produce power for the citizens of Georgia in 2021 and 2022, respectively. Vogtle is currently the largest jobs-producing construction project in Georgia with more than 9,000 workers onsite.

Eight hundred permanent jobs will be created once the new units are up and running.

Electric vehicle infrastructure: A partnership with General Motors

While automakers are investing heavily in the development of electric vehicle (EV) models, a major barrier to faster adoption of EVs is the concern among many buyers about access to adequate charging infrastructure.

Bechtel and General Motors are addressing that issue with a partnership to explore development of a network of fast-charging stations throughout North America.

Meeting workforce needs: A long-term partnership with North America's Building Trades Unions

The high demand and competition for skilled craft professionals are among the biggest challenges facing builders and customers on major projects in the United States. North America's Building Trades Unions (NABTU) have worked closely with Bechtel and our customers to place thousands of skilled craft professionals at Georgia Power's Vogtle nuclear project; Shell's Pennsylvania Chemicals project; Advanced Power's South Field Energy Center in Ohio; and the Uranium Processing Facility in Oak Ridge, Tennessee. This is no small task.

NABTU President Sean McGarvey credits a strong partnership with Bechtel—one that goes back more than 100 years—and the project owners for being able to negotiate terms to attract and retain talent where and when it is needed. McGarvey also cited the Bechtel culture and focus on safety as key incentives for teams: "They know that Bechtel's primary objectives, besides building what the client paid for, is making sure that everyone leaves the job site in the same shape they came in, and that people will have the required training to stay safe.

"Bechtel's such a large company that over time, tens of thousands, if not hundreds of thousands, of our members have worked for Bechtel at some place, some time. They know what to expect from the culture," said McGarvey. "Bechtel's focus on safety, partnering up with us on safety, and making sure that people have the training that's required to work safely is huge. And on top of that, our members know they will have the tools and materials at the right places at the right time so that they can be productive."

We also partner with NABTU on the Helmets to Hardhats program to provide jobs to U.S. military veterans.



▲ Investing in the future of electric vehicles

Continued clean energy success with combined cycle

Innovative combined-cycle plants, which operate on clean-burning natural gas, have enabled energy providers to significantly reduce emissions associated with power generation in the United States.

We have made great progress on Advanced Power's Cricket Valley Energy Center in Dover, New York, which will be completed in 2020. Located on a once-abandoned industrial site, the plant uses advanced emissions-control technology and a low-impact design, making it a clean, reliable source of electricity for 1 million homes.

We also broke ground on Advanced Power's South Field Energy Center, a 1,182-megawatt combined-cycle power plant in Columbiana County, Ohio. The plant is expected to boost the economy of nearby communities with 1,000 construction jobs.

Improving power generation flexibility

Bechtel's John Gülen, Mark Boulden, and Ilya Yarinovsky obtained a U.S. patent for an innovative combined-cycle power plant design that offers greater operational flexibility, allowing the plant to start quickly while keeping emissions low. The innovative concept can be used for new plants or to retrofit existing ones. Rapid start-up capabilities are increasingly critical as natural gas-fueled plants are used as backup to address fluctuations in output from wind and solar renewable sources.

More than a decade of delivery for Cheniere

Cheniere continues to call on Bechtel to help achieve its mission of providing clean, secure, and affordable energy to the world by responsibly offering a reliable, competitive, and integrated source of LNG. In the last four years, the two companies completed seven LNG trains at the Corpus Christi and Sabine Pass sites in the U.S. Gulf Coast.

This year, Cheniere achieved first commissioning cargo from Train 2 at its Corpus Christi facility. Meanwhile, Train 1 was named 2019 Global Best Project in the Power/Industrial category by *Engineering News-Record*. The award honors construction and

design excellence with criteria that include safety, innovation, contribution to the global community, quality, workmanship, and diversity. Cheniere also selected Bechtel for Corpus Christi Stage 3, which will add another 9.5 mtpa of capacity to the facility.

At the Sabine Pass Liquefaction project in Louisiana, Bechtel is helping deliver the Train 6 expansion, which will add 4.5 million metric tons of LNG per year to the plant's current capacity of 22.5 million metric tons.

▼ Colleague at the Corpus Christi Liquefaction project in Texas



▲ Colleague at the Sabine Pass Liquefaction project in Louisiana

Growing the craft workforce in the U.S. Gulf Coast

To build an LNG plant, we typically need between 4,000 and 5,000 skilled construction craft professionals at the project's peak. Yet there's a shortage of applicants with the required training or certifications in these construction skills in the United States.

One component of our overall labor strategy in the U.S. Gulf Coast is the Bechtel Apprenticeship Program. We are partnering with high schools and community colleges near our projects to introduce students to construction careers, provide upskilling, and create a well-defined track for journeymen craft professionals around five critical crafts: carpenter, structural iron worker, pipefitter, electrician, and instrument fitter. Local high schools serve as feeder programs to the apprenticeship programs, and the community colleges conduct fast-track National Center for Construction Education and Research (NCCER) training supported by federal funds.

Bechtel provides additional support to the colleges by providing NCCER instructors, classroom tools, and operational equipment and training supplies. We also partner with Adaptive Construction Solutions to provide apprenticeship opportunities to ex-military personnel through the Military to Project (M2P) initiative. More than 150 veterans have gone through the M2P program.

We are working on several initiatives to attract, train, and retain skilled craft professionals including our Senior General Foremen program, initiated in 2017. The program was established with our open-shop specialty company, MasterCraft, Inc., to develop and retain our high-performing supervisors.

Of the 40,000 craft professionals hired in the Gulf Coast over the last five years, 8.3 percent were promoted to higher positions. We have also set a goal that 60 percent of future hires will be colleagues previously employed by Bechtel.

40° 40' 1" N | 80° 20' 28" W

Pennsylvania Petrochemicals Complex, PA, U.S.A.



Helping customers make the world safer and more secure

Helping address water contamination at Fukushima

In 2011, a 49-foot (15-meter) tsunami, triggered by a powerful offshore earthquake, caused extensive damage to the Fukushima Daiichi nuclear power plant located 102.5 miles (165 kilometers) north of Tokyo. Since then, Tokyo Electric Power Company (TEPCO) has made good progress in stabilizing the site and taking forward the clean-up effort.

One of the continuing challenges is how best to safely and efficiently manage the significant volumes of contaminated water that accumulate in the reactor building basements. Based on our 40 years of experience in environmental clean-up and management at more than 500 contaminated sites across the world—including Three Mile Island, Chernobyl, and helping the U.S. Department of Energy address radiologically contaminated water—Bechtel is well qualified to assist in the management of water issues at Fukushima. Over the past year, we have collaborated with TEPCO on a series of tests to optimize existing water treatment strategies and develop solutions for the treatment of future waste streams.

Helping eliminate the last U.S. chemical weapons stockpiles

Since the 1980s, Bechtel has had an active role in U.S. and international efforts to eliminate chemical weapons. We have helped to safely eliminate nearly 5,000 tons of rockets, artillery rounds, mortar shells, and storage canisters at four of the nine original U.S. storage depots.

Today, two Bechtel-built facilities are eliminating the last stockpiles of World War II-era chemical weapons in the U.S.: Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP) in Kentucky and its sister plant, the Pueblo Chemical Agent-Destruction Pilot Plant (PCAPP) in Colorado.

On June 7, BGCAPP began its operations phase to destroy 523 tons (474 metric tons) of mustard and nerve agent.

PCAPP safely neutralized 200,000 munitions from the U.S. chemical weapons stockpile. PCAPP is currently installing three Static Detonation Chamber units to accelerate its destruction of mustard munitions. Bechtel is proud to be part of the teams making this happen.

Supporting the safe disposal of used nuclear fuel

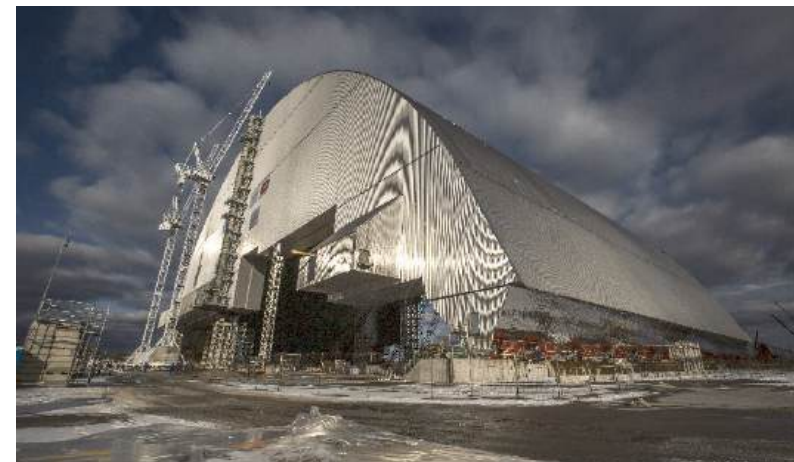
Worldwide, more than 468,000 tons (424,562 metric tons) of nuclear waste is stored above ground awaiting final disposal. And that number is growing.

Approximately 80,000 tons (72,575 metric tons) of the waste is stored in the United States. The country has yet to construct a repository for retrievable underground storage, which scientists consider the best and safest option for final disposal.

In June, we signed a memorandum of agreement with Deep Isolation Inc. that accelerates deployment of their innovative and patented technology to safely isolate used nuclear fuel rods and high-level radioactive waste in deep geologic boreholes.

Together, we hope this partnership can lead to a solution to this decades-old problem.

▼ New Safe Confinement Chernobyl, Ukraine



▲ Blue Grass Chemical Agent-Destruction Pilot Plant, Kentucky

Chernobyl recognized for excellence

In October, the 22-year international effort to cover and contain the damaged Chernobyl nuclear plant was recognized as one of the 50 most influential projects of the past 50 years by the Project Management Institute, the global body for project management standards, certifications, and education.

“Completing the New Safe Confinement took an all-in effort by the whole team,” said Bechtel’s project manager, Oscar “Mac” McNeil. “It required international cooperation and ingenuity to overcome the challenges presented by radiation and the environment around the plant, not to mention the Ukrainian winters.”



▲ Los Pelambres Copper Mine, Chile

Helping Antofagasta Minerals sustain production levels at Los Pelambres

Antofagasta Minerals is one of the largest producers of copper in the world. We are helping our customer sustain its production levels at the Los Pelambres mine with a project known as INCO that will increase the grinding capacity as the hardness of the ore increases.

To transport water from the ocean to the site, we are designing and building a desalination plant and water pipeline that will also benefit the existing operation in cases of prolonged or severe drought; a marine intake structure, and electrical infrastructure substations to supply power to the water pipeline. Once finished, the Los Pelambres water treatment facilities will desalinate 106 gallons (400 liters) of water per second.

▼ Colleague in our New Delhi office



Protecting critical infrastructure from cyber attacks

The potential impacts of cyber attacks on critical infrastructure are nothing short of catastrophic. To help our customers protect their projects from cyber threats, we have developed our Industrial Control Systems Cybersecurity Technical Center. Our subject-matter experts offer services that integrate security into the design and engineering of our EPC offerings for customers' large-scale industrial and infrastructure systems, such as equipment controls for government facilities, power plants, water treatment plants, and mass transit systems. We can also help build more secure environments with preventive measures, enabling customers to enhance situational awareness and their ability to strengthen their cyber security postures.

Cyber Health Index

We received a CSO50 award from CSO, the premier content and community resource for security decision-makers, for our Cyber Health Index. The Index is an internal tool we use to assess resilience, identify strengths and weaknesses, and apply cyber protections to ensure a robust cyber security posture.

Improving safety, quality, and execution: Excellence and innovation

Invest in people

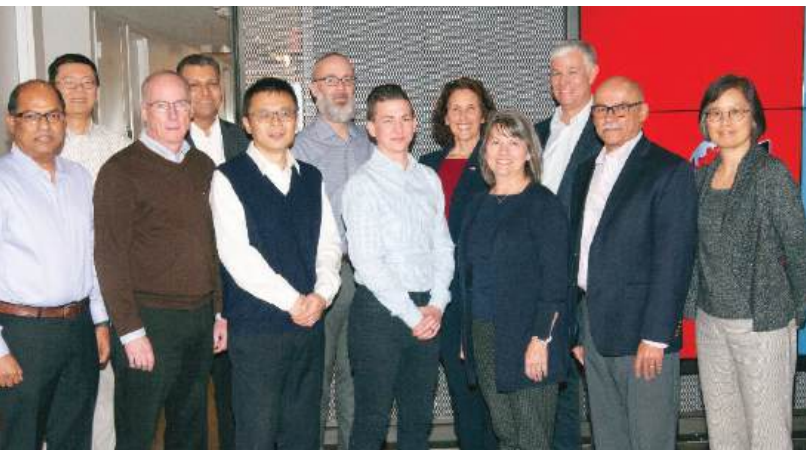
Bechtel's Distinguished Technical Specialists

We have expanded our Distinguished Technical Specialists program, which identifies colleagues who have made significant contributions to our industry, our customers, and the world in their respective areas of expertise including engineering; construction; commissioning and startup; information systems; environment, safety and health; project controls; procurement; sustainability; and contracts.

This team mentors the next generation, engages with customers and partners to advance our technical expertise, and shares knowledge across the enterprise to help colleagues execute work that exceeds customer standards and addresses key world challenges.

Bechtel's Fellows

In addition to expanding the Distinguished Technical Specialists program, we have evolved our Fellows program to open more fields of excellence and provide our Fellows with expanded roles. Beyond their primary role as thought leaders for technical excellence and innovation, they also serve as business partners advising senior management on strategic technical trends that affect Bechtel's business; improve the direct interaction with customers, partners, suppliers, and regulators; and assist in the development of a diverse group of technical personnel.



▲ Mental health awareness and education

As trusted advisors, the Fellows play a critical role in helping us adapt to future methods of working, identify and incorporate emerging technology, and support our customers.

Addressing mental health in the EPC industry

Mental health and substance abuse issues plague the construction industry. Recent studies also show that the suicide rate for men in construction is one of the highest among all professions. In 2019, Bechtel stepped up internal efforts to increase education, awareness, and open dialogue on mental health issues and provide support resources. As part of our larger safety and health initiatives, we offer free access to an employee assistance program for our colleagues and their dependents and household members, and we contribute to the health and wellness plans provided by our union partners. Bechtel is also a member of the NABTU's Opioid Task Force. In the U.K., Bechtel has trained an initial number of personnel to be mental health first aiders and has conducted several mental health workshops.

◀ Members of our Distinguished Technical Specialists program with Barbara Rusinko, president of the Nuclear, Security & Environmental business (3rd from right, bottom row), and Mary McLaughlin, manager of EPC Functions (second from right, top row)

Diversity and inclusion

This year, Bechtel launched a three- to five-year Diversity and Inclusion (D&I) roadmap that sets our path to continue creating a diverse and inclusive culture where every team member feels valued and respected and knows they belong.

Through our D&I plan we will:

- continue creating a culture that is inclusive, fair, and transparent
- build a workforce that reflects the diversity of the global population
- attract, retain, and develop the best and brightest global talent
- select the best qualified candidates for all positions based on merit
- engage and inspire our people
- deliver outstanding results for our customers

We invite every Bechtel team member to take an active part in fulfilling our D&I commitment and creating a culture where all views are welcomed, openness is encouraged, and teamwork and results are the cornerstones of our success. In addition, we have created D&I training courses and hold an annual D&I summit to discuss issues and trends.

▼ Colleagues in our Park Royal office in London



Perform as promised

Building innovation from within

During the past four years, Bechtel has demonstrated sustained commitment and increased investment in innovation with the goal of improving safety, quality, cost, and efficiency. Colleagues have engaged in conceptualizing, developing, and deploying nearly 250 innovations across 56 projects worldwide.

In 2019, we increased the number of innovations prototyped and piloted. These included:

- applying technology, creating new manufacturing techniques, and using advanced/emerging materials for pipe fit-up and weld-out processes and concrete formwork installation
- increasing use of steel fibers to eliminate the need for rebar in certain concrete placements
- using sensors, connectivity, and edge devices (Internet of things) to create smarter, more connected jobsites
- autonomously delivering material, tools, and equipment in warehouses and onsite
- developing robotic prototypes for highly repetitive and hazardous activities

Efforts yielded a patent for an improved combined-cycle power plant design as well as six pending patents for new solutions capable of improving efficiency at construction sites.

Many of our physical innovations are first proven at our Welding and Applied Technology Center in Houston, Texas.

Infrastructure Planning and Development Group

Customers are looking for a more holistic approach to infrastructure that tackles major challenges in transportation, energy, sustainability, smart infrastructure, and digital future-proofing. Through our Infrastructure Planning and Development Group, our team of experts in aviation, power, rail, digital, and urban planning is dedicated to working with customers early in the development process to help them find and structure innovative solutions on phasing the project scope, and creating execution approaches that can save them costs and time in delivery.

Build the company for the long term

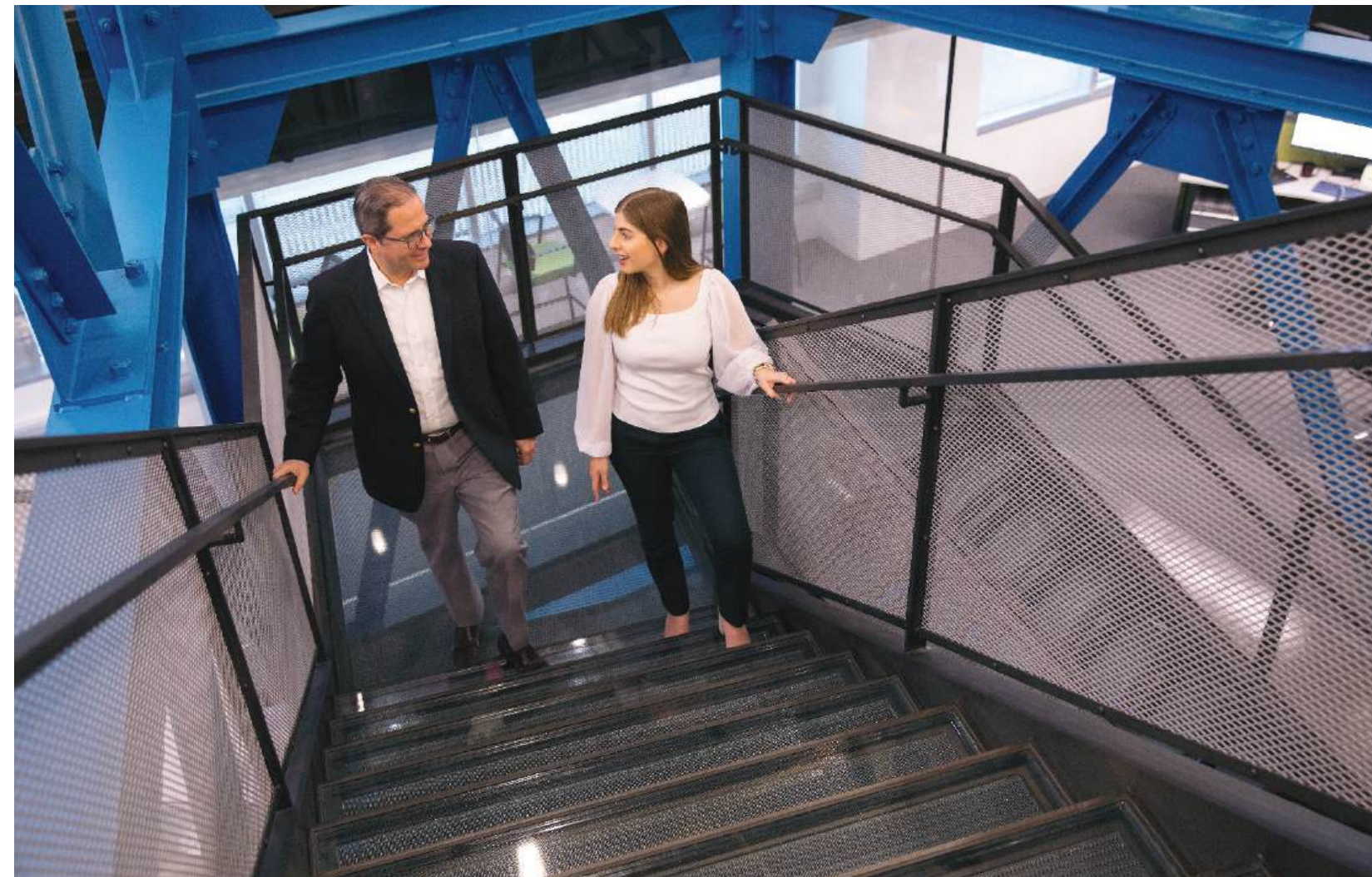
Ongoing digital transformation

Bechtel continues to make substantial investments in the development and adoption of new digital work processes, platforms, automation tools, and user interface applications that will enable us to deliver more effectively for our customers.

Following extensive development efforts, we continue to implement our digital supply chain system on all new projects. The digital supply chain system converted all supply chain activities externally with suppliers and internally—from engineering through construction and testing—to a digital work process.

Broadening the digital transformation, our Digital Enterprise Program is developing the EPC work processes, procedures, and tools needed for a fully data-centric execution model that will allow us to consistently deliver the right information to the right people at the right time. Furthermore, fully data-centric execution—when coupled with our big data, machine learning, and artificial intelligence expertise—will deliver predictive and increasingly useful insight.

The result will be safer, better, faster, and leaner project delivery improving the value we deliver to our customers and the work experience of our teams. Our data-centric execution will also improve data delivery, leading to more efficient operations and maintenance of our customers' facilities.



▲ Colleagues in our Reston, Virginia office

▼ Amrun project employees join Rio Tinto employees to inspect turtle nests and pick up rubbish along the beach near the project site in Australia



bechtel.org: Keeping communities at the heart of infrastructure delivery

Bechtel's newly created social enterprise—bechtel.org—has a mission to build resilient communities while pioneering new pathways to sustainable community development. Six impact principles will guide bechtel.org in its work:

1. Reach the most vulnerable
2. Be local, build local
3. Focus on people, partnerships, and systems
4. Seek to scale for a bigger impact
5. Measure with purpose
6. Go beyond the project

Through collaboration with non-governmental organizations, governments, aid agencies, foundations, companies, and other social enterprises, colleagues of bechtel.org will not only deliver transformative projects but also promote the exchange of ideas and technical know-how in the communities where they work.

Celebrating our colleagues

We are honored to share a few examples of the thousands of Bechtel colleagues around the world who are helping to make a difference every day:

- Farhang Ostadan, engineer, was honored by the American Society of Civil Engineers (ASCE) for advancing the protection of nuclear power plants against earthquakes.
- Sanjeev "Sanj" Malushte, PhD, PE, SE, F.ASCE, was elected as a member of Virginia Technological Institute's 2019 Class of the Civil & Environmental Engineering Academy of Distinguished Alumni for his accomplishments and commitment to the university, to the civil engineering profession, and to society.
- John Gülen, PhD, senior principal engineer, was nominated to the National Academies of Sciences, Engineering, and Medicine committee on Advanced Technologies for Gas Turbines to help identify opportunities to improve gas turbine engine performance.
- Dr. Gülen, along with principal engineer David Ugolini, played a significant role in securing a U.S. Department of Energy research and development grant to advance clean coal technologies.

▼ Linda Miller, director for Facilities & Infrastructure on the Texas High-Speed Rail project



- Dr. Angelos Findikakis, Bechtel Fellow and senior principal hydraulics and hydrology engineer, was named an Honorary Member of the International Association for Hydro-Environment Engineering and Research for his contributions to the field.
- Nichola Skinner, senior legal counsel, was named to the 100 Most Influential Women in Engineering list in the United Kingdom by Inclusive Boards, which is a leading executive search agency specializing in diversity and inclusion at the governance level.
- Bechtel partnered with Shell and Chevron to host two National Society of Black Engineers' Summer Engineering Experience for Kids (SEEK) camps. The SEEK program is a fun educational experience for young people to learn about STEM careers.
- Lisa Anderson, PE, F.SEI, was named an ASCE fellow for her contributions to structural and earthquake engineering that have enhanced lives around the world.
- Barbara Rusinko, president of Bechtel's Nuclear, Security & Environmental business unit, was named Chair of the DiscoverE Leadership Council's executive advisory group. DiscoverE's mission is to celebrate the accomplishments of engineers and engage K-12 students in the profession.
- The Construction Industry Institute, a consortium of leading owners, contractors, and service providers, named Corporate Manager of Construction Doug Omichinski as the Vice Chair of its Executive Committee.
- Linda Miller, director for Facilities & Infrastructure on the Texas High-Speed Rail project, was chosen by the Institution of Civil Engineers to deliver the 12th Brunel International Lecture Series, titled "Transportation Infrastructure and Interdisciplinary Interfaces on Complex Mega-Projects," a worldwide speaking tour with more than 30 locations in 17 countries on 4 continents.



▲ Engineers Without Borders meeting in Chipiya, India

- In Chipiya, India, Bechtel volunteers with Engineers Without Borders helped build a biogas plant that transforms cow manure into clean, sustainable energy. The project brought together colleagues from India, the U.K., and the U.S.
- Charlie Givens, Jr., MSPM, CSQE, GICSP was awarded a Certificate of Acclamation from the American Society of Mechanical Engineers (ASME) Standards Committee on Nuclear Quality Assurance for leadership and technical contributions to the successful implementation of a major revision to quality assurance requirements for software used in nuclear facilities.
- Peggy McCullough, manager of Nuclear Security & Operations, was awarded the 2019 ASME Henry Laurence Gantt Medal for achievements in engineering and contributions to society.
- Terra Cothran, senior legal counsel, was recognized by the National Diversity Council as one of the Top 50 Women Lawyers for her outstanding commitment to creating pathways for women's success.



▲ Kevin Edwards, global manager of Diversity & Inclusion

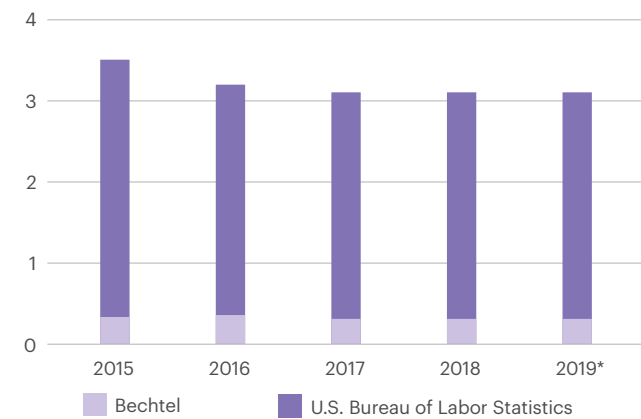
- Kevin Edwards, global manager of Diversity & Inclusion, received the National Society of Black Engineers' Golden Torch Award for his leadership of our D&I efforts.
- David Meadows, global manager of Metallurgy Engineering, recently completed a chapter on "Filtration for the New World" in the *Mineral Processing & Extractive Metallurgy Handbook* published by the Society for Mining, Metallurgy & Exploration. This landmark book distills the body of knowledge that characterizes mineral processing and extractive metallurgy as disciplinary fields.
- Sam Lyon, global workforce manager, was named Chairman of the The North American Contractors Association, a group of companies that is a signatory to and administers the National Construction Agreement.

Sustainability performance

Keeping people safe

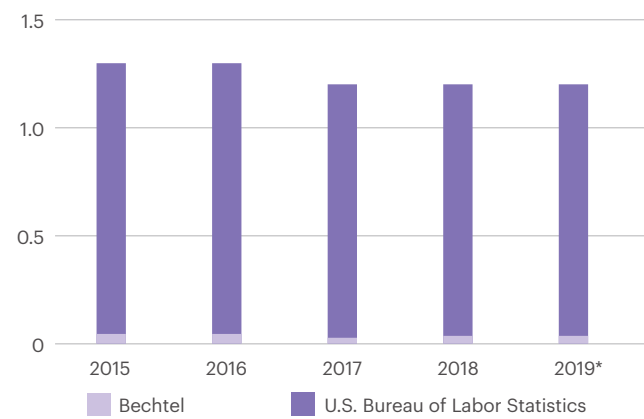
We remain steadfastly committed to achieving our goal of zero safety incidents. We have five focus areas for improvement: mobile equipment/personnel interface; lockout and tagout; crane and rigging safety; fall protection; and dropped objects. The U.S. Bureau of Labor Statistics ranks Bechtel's total recordable incident rate (TRIR) as 90 percent better than the average for our peers.

Total Recordable Incident Rate 2015–2019



Rates calculated following OSHA regulations.
*2019 Bechtel data, 2018 industry data. 2019 industry data not released at time of this report.

Lost-Time Incident Rate 2015–2019



▼ Colleagues at the Edmonton Valley Line Light Rail Transit project in Canada



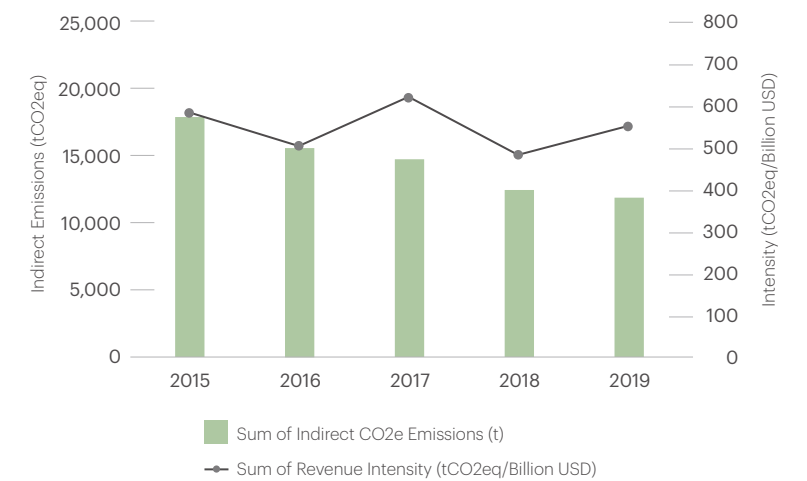
▲ Working with communities in Peru

Reducing greenhouse gas emissions

We used the Greenhouse Gas Protocol's "Purchased Electricity Tool" to calculate the greenhouse gas emissions associated with the generation of purchased electricity (scope 2 emissions). Due to the nature of our business, we stay flexible on the number of offices that are included in the report each year. This year we selected 14 offices based on average population throughout the year. Our information is reported in tons of carbon dioxide equivalents (tCO₂eq).

Since 2015, as a result of careful monitoring, consolidation of offices, and reduced energy consumption by employees, we reduced our carbon emissions by 34 percent and reduced our revenue intensity (greenhouse gas emissions per billion dollars in revenue) by 1.3 percent

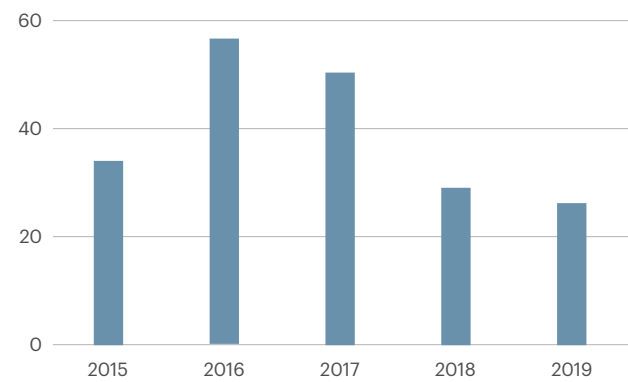
Greenhouse gas emissions 2015–2019



Reducing water consumption

Over the past four years, we reduced our water consumption by 22 percent. Data was collected from 14 reporting offices.

Reducing water consumption 2015–2019
Million gallons of water



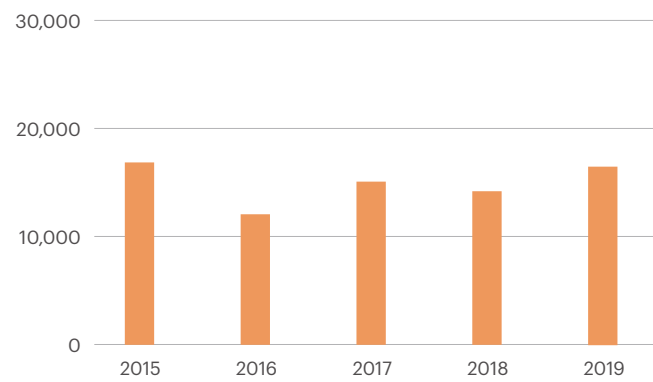
▼ Bechtel and Conservation International are collaborating on a three-year coastal protection project in the Philippines



Generating economic opportunities

In 2019, we spent \$16.6 billion on goods and services globally, including purchases from local, small, and disadvantaged businesses.

Procurement and contract awards 2015–2019
Annual spend (USD) millions



Leadership

Brendan Bechtel
Chairman & CEO

Jack Futcher
President & COO

Catherine Hunt Ryan
Corporate Services & CFO

Michael Bailey
General Counsel

Mary McLaughlin
EPC Functions

Jeff Sipes
Strategy & Business Development

Justin Zaccaria
Chief Human Resources Officer

Infrastructure

Craig Albert
President

Americas
Scott Osborne

Asia Pacific
Ged Silva

Europe, Africa & Middle East
Michael Wilkinson

United Kingdom
John Williams

Aviation
Michelle De Franca

Civil
David Lawson

Communications
Kelley Brown

Marketing & Business Development
Andrew Patterson

Operations
Ailie MacAdam

Power
Scott Austin

Rail
Siv Bhamra

Mining & Metals

Paige Wilson
President

Marketing & Business Development
Corey McGovern

Operations, Aluminum, Alumina, & Bulks
Phil Newsome

Nuclear, Security & Environmental

Barbara Rusinko
President

Defense & Space
Michael Costas

Environmental
James Taylor

Marketing & Business Development
Ty Troutman

Nuclear Security & Operations
Peggy McCullough

Oil, Gas & Chemicals

Alasdair Cathcart
President

Downstream & Chemicals
Joe Thompson

LNG
Darren Mort

Marketing & Business Development
Jamie McMillan

Operations
Emad Khedr

Tanks
Chris Desjardins

Water & Pipeline
Joe St. Julian

Regions & Corporate Relations

Stuart Jones
President

Africa
Sir James Dutton

Asia Pacific
Richard Freer

Europe & Middle East
Stuart Jones

Latin America
Carlos Alarco

Corporate Affairs & Government Relations
Jay Farrar

Security
Garry Robison

Other Management

Bechtel Enterprises
Keith Hennessey

bechtel.org & Sustainability
Tam Nguyen

Construction/BEO
Doug Omichinski

Digital Enterprise Program
Ross Hamilton

Engineering & Technology
Brian Hartman

EPC Automation
Shrikant Dixit

Environmental, Safety & Health
John Pyle

Ethics & Compliance
Nancy Higgins

Information Systems & Technology
Patrick Noon

Innovation
David Wilson

Internal Audit
Steve Kuxhausen

Organizational Change Management
David Kang

Procurement & Contracts
Alva Hankins, Sr.

Project Controls
Scott Edmunds

Quality & Six Sigma
Jim Tibble

Risk Management
Cliff Rankin

Startup Operating Services
Joe Diaz

Board of Directors, Bechtel Group, Inc.

Executive Directors

Brendan Bechtel

Jack Futcher

Craig Albert

Michael Bailey

Alasdair Cathcart

Mary McLaughlin

Barbara Rusinko

Non-Executive Directors

Riley Bechtel, Former Chairman of the Board & CEO Bechtel Group, Inc.

Leigh Clifford, AO, Former Chairman, Qantas Airways Limited, and Former CEO, Rio Tinto Group

Alan Dachs, President & CEO, Fremont Group

Peter Dawson, Former Bechtel CFO

Tom Nelson, Chairman, President & CEO National Gypsum Company

David O'Reilly, Former Chairman & CEO Chevron

Dan Warmenhoven, Former Executive Chairman NetApp

27° 52' 59" N | 97° 16' 35" W

Corpus Christi Liquefaction, TX, U.S.A.





www.bechtel.com

Bechtel is a trusted engineering, construction, and project management partner to industry and government. Differentiated by the quality of our people and our relentless drive to deliver the most successful outcomes, we align our capabilities to our customers' objectives to create a lasting positive impact.



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