

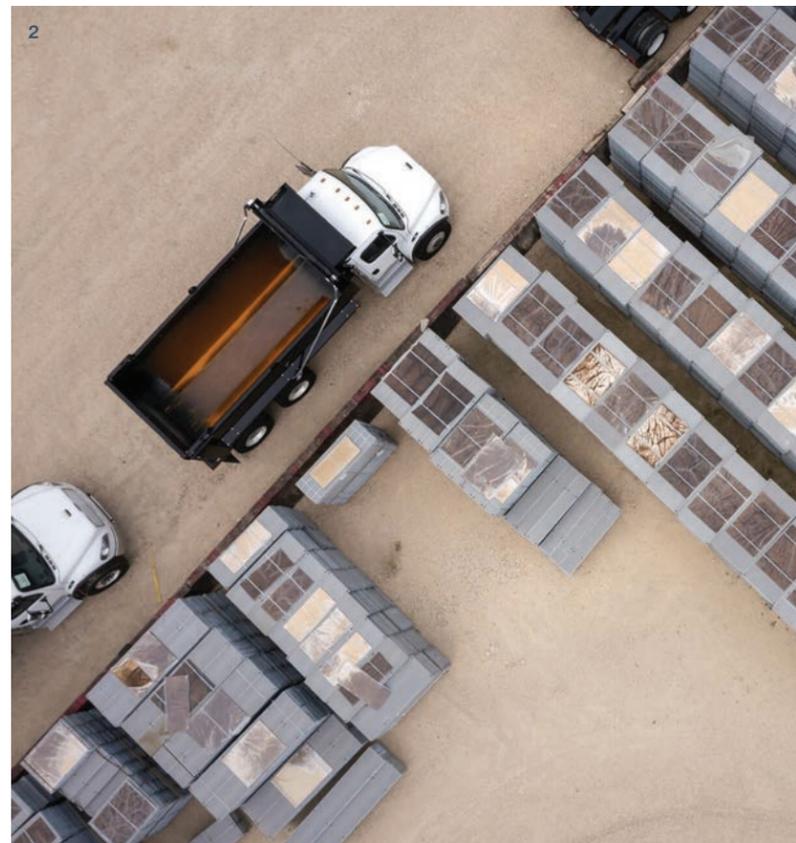


A better world
has to be built

Impact Report



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A Better World has to be Built



A message from Brendan Bechtel & Craig Albert

In 2023, Bechtel celebrates 125 years of extraordinary teams building inspiring projects—from the first rail tracks that founder Warren Bechtel laid for the Western Pacific Railroad to the state-of-the-art transit lines, LNG facilities, and semiconductor fabrication plants we are helping to build today.

Bechtel's legacy of leadership, innovation, and achievement is a tribute to generations of Bechtel colleagues whose spirit and ingenuity helped drive more than a century of progress. It is also a testament to the countless customers we have had the privilege to partner with.

Yet, our 125th anniversary is about more than our past. It also invites us to imagine Bechtel's Next 125.

New challenges and opportunities are changing the world's economic, commercial, social, environmental, and security landscapes—fueling today's rising demand for world-class engineering and construction. How we answer this call over the coming years will shape the next century.

Bechtel is ready.

Experience has taught us that the quality of our relationships and our “One Team” mentality are the most important predictors of a project’s success. Bechtel’s commitment to collaboration and earning trust remains as deep as ever.

We are full of optimism as we look ahead. **Our people are excited by the challenges of tomorrow and the opportunities they present to change lives and build a better world.** It fuels our imagination and creativity. It drives us to evolve and innovate. And it inspires us to continue putting our unique capabilities, capacity, and commitment to work on developing the best pathways forward.

Only by building increasingly innovative and scalable solutions will we meet many of today’s most pressing demands—from clean, efficient transportation and sustainable energy sources to digital networks, advanced manufacturing, critical minerals mining, and national security infrastructure.



Our Efforts

Bechtel is taking these challenges head-on. Our people are working on projects to create a more Sustainable, Powered, Connected, Resourced, and Secured world by:

Increasing production capacity for liquefied natural gas

Developing new wind and solar energy facilities, helping to advance nuclear energy, and decarbonizing existing industrial operations

Improving mobility with faster, more efficient, and higher capacity rail and transit lines, airports, and motorways

Building new manufacturing capacity for advanced semiconductors and exploring new battery manufacturing projects

Increasing production of critical minerals providing key components of clean energy technologies, from wind turbines to batteries

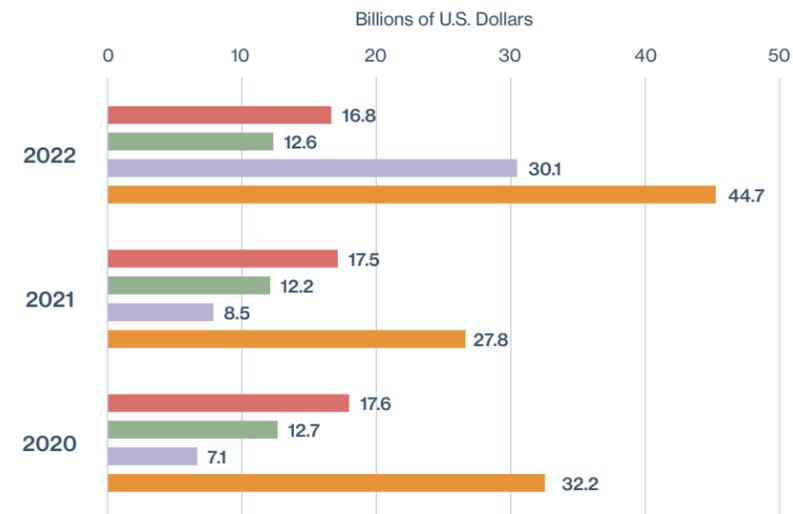
Building the infrastructure needed to connect communities and close the digital divide

Destroying the U.S. chemical weapons stockpile and safely immobilizing and storing Cold War-era nuclear byproducts

2022 Financial Results

In 2022, we completed or advanced projects addressing these needs across the full span of our business. We also launched a new Manufacturing and Technology business and continued to improve our engineering, procurement, construction, and digital capabilities to deliver an exceptional customer experience.

Additionally, we are proud to share that in 2022, customers awarded us more new work than in any other year over the past decade. And forecasts suggest 2023 will be even higher than 2022.



Vision, Values & Commitments

With our 125th anniversary, we also refreshed, restated, and reaffirmed Bechtel’s Vision, Values, and Commitments (VV&Cs).

Thanks to extensive input from a diverse group of thousands of colleagues around the world, we refined our VV&Cs to better reflect who we are and what we stand for today.



We also introduced our new logo, which embodies our focus on the future: sharper, cleaner, and more dynamic.

These VV&Cs guide us, clarify our decision-making and actions, and serve as a promise to our customers, partners, neighbors, and colleagues. Most importantly, they are true to our people and reflect our culture and aspirations.

Bechtel is defined by the quality of our people and our values-driven culture, which we have aligned to make extraordinary things possible over the past century and a quarter. We continue to invest in both.

Our Vision: Extraordinary teams building inspiring projects

Our Values & Commitments:

We live for a challenge

- Make our customers’ ambitions a reality
- Adapt quickly and always look for a better way

We do the right thing

- Exercise the highest level of integrity
- Create a positive legacy through purposeful and sustainable projects

We take care of each other

- Safety and wellbeing above all
- Treat each other with the utmost respect

We succeed together

- Embrace our differences, seek diverse views, and listen to understand
- Foster a deep sense of belonging

We build trust

- Develop lasting “One Team” relationships with our colleagues, customers, and partners
- Hold ourselves accountable to deliver excellence

Our goal is to be the go-to for the best talent and expertise in our industry, and we believe that success starts with our commitment to invest in our people. We must provide the opportunities and environment that make our colleagues feel a sense of purpose and belonging and enable them to achieve their ambitions. Empowering our colleagues from all backgrounds to be their full true selves is crucial to generating fresh thinking and improving the solutions we deliver for our customers.

We are looking to Bechtel’s Next 125 with our eyes on continuing to foster trust, invest in our people, perform as promised, and build for the long term.

As a private company that has thrived for five generations, we understand that building for the long term is more than a strategy. It is also a mindset. A mindset that shapes everything we do and every partnership we have, that is rooted in our uncompromising ethics, and that continues to drive us to pursue purposeful work where our talents can deliver the greatest impact.

Thank you for your interest in our company. Thank you, especially to our colleagues, customers, partners, and communities, without whom our success would not be possible. We are proud of everything we’ve accomplished together and excited at the many more opportunities that lie ahead. And we look forward to continued collaboration as we build a better world—together.

Sincerely,

BRENDAN BECHTEL
Chairman and Chief Executive Officer

CRAIG ALBERT
President and Chief Operating Officer

Our People

Investing in Our People

Bechtel's success over the last 125 years is a testament to the quality of our people and their incredible talents, from engineers and project managers, to skilled craft professionals and construction experts. We seek colleagues with diverse and global perspectives who live for a challenge and are powered by curiosity and the desire to make a difference.

And we invest in their success. Bechtel works every day to foster a culture that empowers every colleague to do their best work and reach their full potential. We encourage colleagues to explore, think innovatively, and pursue opportunities to grow professionally.



Placing Safety and Wellbeing Above All

At Bechtel, we place safety and wellbeing above all. It's a core value of ours. Every day, tens of thousands of colleagues go to work on Bechtel projects around the world. Nothing is more important than ensuring that they, and those who live in the communities where we work, return home safely to their families at the end of the day.

Every Incident Is Preventable

We believe that every on-the-job injury and environmental incident is preventable. Our commitment to preventing incidents is integrated into every aspect of our planning and work execution through our risk-based Environmental, Safety, and Health (ES&H) Management System. This system requires a relentless focus on protecting people, ensuring consistent execution, and continuous improvement.

How We Do It:

Zero Incident Goal

We strive to achieve zero occupational injuries and illnesses, damage to property, and harm to the environment and local communities.

Ownership & Responsibility

We establish ES&H leadership at all levels and functional groups, and encourage individual ownership and responsibility for program effectiveness.

Community & Environmental Protection

We consistently apply safe work practices and measures to protect the environment and local communities.

Quality & Compliance

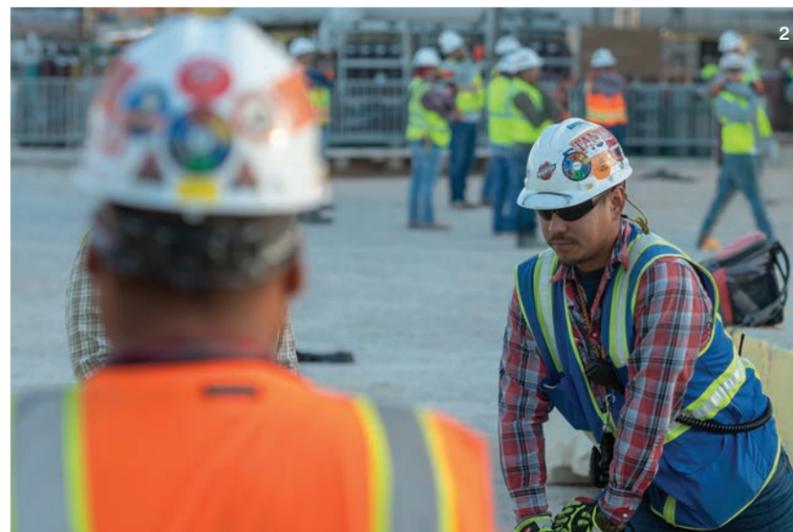
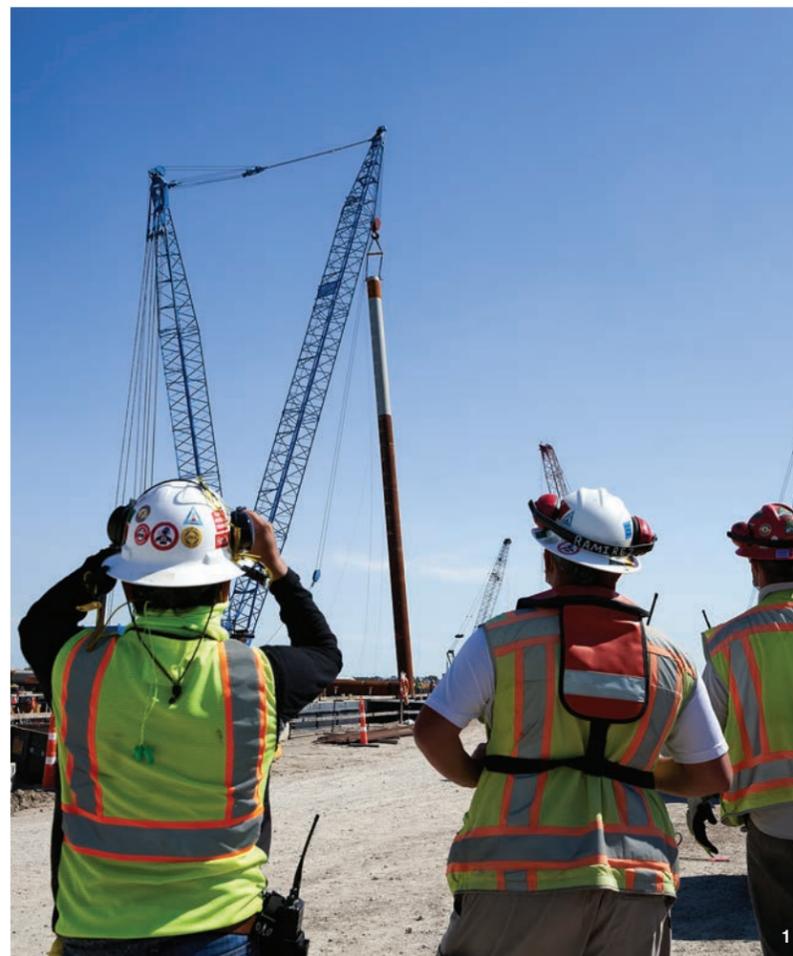
We measure and evaluate our performance so we can continually improve, supporting best practices, quality, and innovation while complying with regulatory, corporate, and project requirements.

Committed Partners

We select partners who share our values and equally demonstrate a commitment to "Zero Incident Performance."

Industry-Leading Safety Performance

Our longstanding commitment to zero incidents has enabled us to steadily reduce recordable and lost time incident rates. **Our rates are among the lowest in the industry and significantly outperform the comparable industry benchmarks.**



1 Sabine Pass Liquefaction project in Louisiana, U.S.

2 Team members during a pre-STAART project meeting at Corpus Christi LNG facility in Texas, U.S.

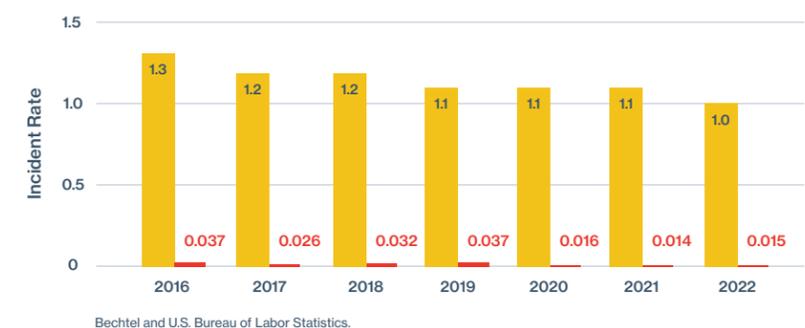
0.192

2022 Total Recordable Incident Rate

■ U.S. Bureau of Labor Statistics ■ Bechtel



Lost Time Incident Rate



Bechtel and U.S. Bureau of Labor Statistics.

Our 2022 total recordable incident rate was 0.192, a historic low for Bechtel. Total recordable incident rate is a standard safety measure used by the U.S. Occupational Safety and Health Administration that reflects the number of recordable injuries per 100 full-time workers during a one-year period.

Our safety culture is built on decades of experience developing and implementing the training, equipment, processes, and procedures needed to perform our work responsibly—many of which have helped to define new industry standards. We're proud of what we've achieved, but we know our work in this area will never be done. That's why today, we're helping to transfer knowledge and best practices to our industry colleagues and partners in the regions where we work, ensuring safety is a universal commitment.

In Egypt, for example, we are joining BP, Petrojet, and the Egyptian General Petroleum Company to establish the first advanced training center for safety in Ain Sokhna. The training center will help standardize safe working practices in the Egyptian petroleum sector. Bechtel will conduct training in accordance with the

latest international standards for safety while improving adherence to these standards and promoting technical trades in the surrounding communities.

Increasing Our Focus on Mental Health

The mental health of our colleagues is an essential component of their safety and wellbeing.

Our efforts to elevate and address mental health, including the Bechtel Mental Health Program—a critical aspect of ES&H—and Human Centered Performance training, aim to remove the stigma associated with mental health and illness, provide guidance on maintaining a healthy mental wellbeing, show colleagues how to seek assistance and build emotional resilience, and offer a framework for incorporating mental health into our project Safety & Health Management Plans.

At the Corpus Christi Liquefaction (CCL) project for Cheniere in Texas, for example, we trained over 100 Bechtel and Cheniere colleagues to become mindful mental health first aiders dedicated to supporting the mental health of all team members on the project.

Promoting a Culture of Belonging



“We have a term in India, unity and diversity. To me, that term perfectly fits Bechtel. We are such diverse people across the globe. But what threads us all together is a Bechtel culture.”

Tara Pillai, Project Manager, bechtel.org

As a global company, Bechtel has long been home to a vibrant multitude of nationalities, cultures, ethnicities, and life experiences. This diversity has made us a more trusted partner, more effective problem solvers and innovators, and a more attractive destination for leading talent.

We are committed to being a company where every colleague feels that they belong—where colleagues feel part of “One Team,” respected and rewarded for what they bring, supported in pursuing their goals, invested in our values and purpose, and treated equitably.

Celebrating Our Differences

Our Business Resource Groups (BRGs) play an active role in helping us understand and address the dynamic needs of our colleagues, customers, and the communities we serve. They are a vital component of our global D&I efforts, driving colleague engagement, providing insights and opportunities, and bridging cultural differences.

We have eight BRGs, whose memberships keep growing:

- B-BOLD (Supporting our Black Community)
- B-FAMILIA (Supporting our Latinx Community)
- B-PRO (Supporting Professional Development)
- B-PROUD (Supporting our LGBTQIA+ Community)
- BSERV (Supporting our Veteran Community)
- Women@Bechtel (Supporting our Female Colleagues)
- B-InspirAsian (Supporting our Asian Community)
- Boundless@Bechtel (Supporting Disability Inclusion)

In 2022, **Women@Bechtel** held a day-long Women’s Leadership Conference bringing together Bechtel leaders, customers, and colleagues to explore themes of inclusion and empowerment to help women thrive professionally. Speakers included leaders from Bechtel as well as industry partners, such as Tellurian Inc., Heliogen, HIF USA, General Electric, Malta, British Petroleum, and the Society of Women Engineers. More than 150 colleagues from the U.S., U.K., Chile, Serbia, Saudi Arabia, India, and other countries joined the event in person, with hundreds more participating remotely.



Partnering with Advocates for Inclusion

Progress on diversity and inclusion is a collective challenge. We are proud to collaborate with external partners who share our commitment to diversity and inclusion, and advancing underrepresented communities across STEM fields.

In partnership with Catalyst, Bechtel launched the **Men Advocating for Real Change (MARC)** Dialogue Teams program in 2020. The program is designed to inspire and equip colleagues to leverage their unique opportunities as advocates for gender equity—helping to support and ensure an inclusive workplace. To date, nearly 900 Bechtel colleagues have completed the MARC program.

Other external partners include:



Taking a Global & Local Approach

In addition to our global D&I programs, we have also created region-specific programs to support diversity at the local level in the communities where we operate across the world.

Bechtel in the U.K.

In 2022, Bechtel became the first in the construction industry in the U.K. to receive certification under the ISO 30415 in Human Resource Management: Diversity and Inclusion standard. The standard covers actions, principles, measures, and associated accountabilities and responsibilities, and considers each workplace’s unique context. The U.K. team was also included in the list of Top 100 Most Inclusive Workplaces by the U.K.’s National Centre for Diversity.

Bechtel in Chile

And in Chile, the team recently completed an audit to receive the “Sello Iguala Conciliación” designation from the Ministry of Women and Gender Equality, a national certification known as NCh3262 for workplaces that advocate for gender equity and work-life balance. To achieve certification, Bechtel implemented an action plan that included workshops for employees and updated internal policies to support inclusion, identify gender pay gaps, and prevent workplace harassment.





“I am so honored that Bechtel selected me as the first Saudi female to work in safety. I represent a new generation of Saudi women.”

Hadeel Bedaiwi,
ES&H Specialist, Bechtel



Providing Opportunities for Growth

Supporting Professional Development

We are committed to providing colleagues with the tools that foster learning and maximize individual performance. At Bechtel, colleagues can expect many training and development opportunities to learn new skills, gain certifications, and advance their careers. Our approach combines Bechtel-designed training, industry programs, and training developed by the National Center for Construction Education and Research (NCCER).

Creating a Positive Legacy

In 2019, we created bechtel.org, a social enterprise to utilize our company’s unique engineering and construction expertise to improve the quality of life for hundreds of thousands of people living in underserved communities around the world. We place immense value on the growth and development opportunities bechtel.org affords our people.

Around the world, Bechtel colleagues have the opportunity to join a bechtel.org project and use their skill sets to pursue innovative ideas and solutions in mission-aligned areas such as electrification and digital connectivity, food security, land regeneration, and climate-resilient housing, all to support community wellbeing.

The experience allows them to transfer their knowledge and experience into commercial projects when their work with bechtel.org is finished, supporting career growth and making our most valuable assets—our people—even stronger.

Growing Diverse Teams

In our hiring process, we’re recruiting and attracting more diverse candidates than ever before. We are training colleagues in hiring and recruiting positions to recognize possible biases through a “recruiting through a diversity lens” training, helping them become more aware of potential biases when interviewing candidates and making hiring decisions.

Women in Science and Engineering

Bechtel has previously collaborated with Women in Science and Engineering (WISE) to support the participation and success of women in the U.K. STEM workforce. WISE helped ensure our job descriptions were written to be inclusive, which has since resulted in more than 20% of new hires coming from diverse populations.

NEOM

In Saudi Arabia, we have 260 female Bechtel professionals working at NEOM in roles ranging from planning to construction.

Our Communities

Supporting Our Communities

It's our promise to leave behind a positive legacy in communities around the world where we live and work. We live this mission through our partnerships and stewardship efforts, by creating educational and career opportunities, and with the projects we choose to take on.

Contributing to Local Economies

Bechtel is an active member in the communities where we live and work. We create jobs, provide training opportunities, do business with local suppliers, and support civic and charitable organizations. Our presence has enabled many local businesses to expand their operations to meet the growing demand for goods and services. In addition to our substantial spending through local purchasing and hiring, we build and enhance the capacity of local workers and companies, stimulating long-term economic development beyond the projects we deliver.

In 2022, for example, we completed construction on the Shell Polymers Monaca project in Pennsylvania—the largest union construction job in the U.S. at the time. At peak construction, there were more than 9,000 workers on site. Projects of this size generate tens of thousands of dollars per month through purchases of everything from materials and equipment to food and

water. When possible, Bechtel taps local businesses to help provide these critical needs. On the Shell Polymers Monaca project, we worked with more than 150 local suppliers, including 65 minority or women-owned businesses.

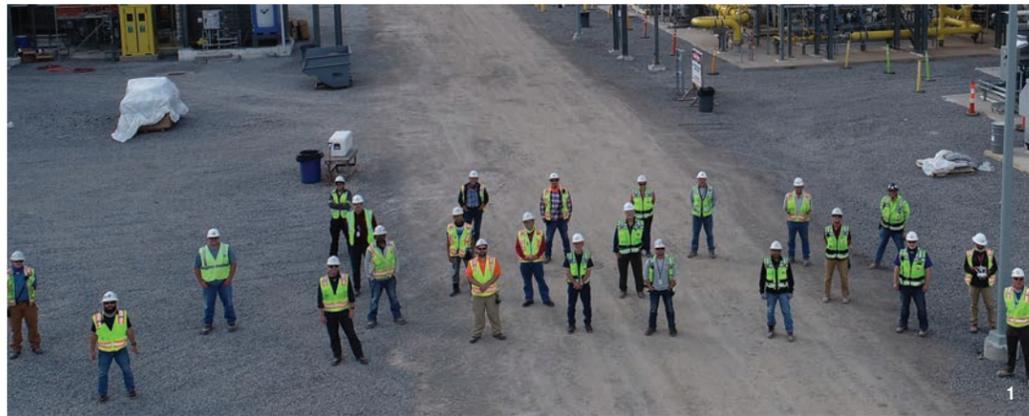
Testimonial

“Home Building Materials, Inc. is a small family-owned and operated lumberyard established in 1954. We first started working with Bechtel on the Sabine Pass Liquefaction project and have moved on to the Driftwood LNG project. Bechtel has been a pleasure to work with over the years and has always been fair to our small business. They have made a very positive impact on the success of Home Building Materials and have given us the opportunity to bid on other megaprojects throughout Southwest Louisiana. We are looking forward to new opportunities in the future with Bechtel.”



Left Bechtel field survey colleagues in Uganda.

Above Unveiling artwork by Gladstone First Nations artist as part of our Reconciliation Action Plan (RAP) in Australia.



Developing the Local Workforce

We create opportunities for the local workforce to acquire new and valuable skills and pursue careers in construction, strengthening the community's workforce for the long-term.

North America's Building Trades Unions (NABTU)

We are proud of our 100-year partnership with NABTU. We've built a great relationship with the building trades and we've delivered outstanding projects together.

Apprenticeship Readiness Programs (ARP)

Bechtel is proud to partner alongside NABTU and TradeFutures to advance ARP programs, which help local women, veterans, and people of color launch careers in the construction industry. On the Plant Vogtle project, more than 40% of the ARP apprentices were women, and more than 80% were from underrepresented groups.

Workforce Readiness and Development Initiative

As part of our longstanding partnership with Lamar State College in Port Arthur, Texas, Bechtel launched a women's-only Commercial Driver's License (CDL) training program to both increase opportunities for women and address the shortage of qualified CDL drivers.

Supporting Small and Diverse Businesses

Through strong collaboration with small and diverse businesses, including subcontractors, vendors, and consultants, we are supporting local* businesses and stimulating the economy beyond the projects we build.

For example, on the Sepulveda Transit Corridor project in Los Angeles, Bechtel has engaged 30 different small, local, and minority-owned businesses as part of the Disadvantaged Business Enterprise (DBE) program, representing 30% of our total spending in Phase 1. This not only strengthens our ability to deliver a quality project,

Bechtel Apprenticeship Program

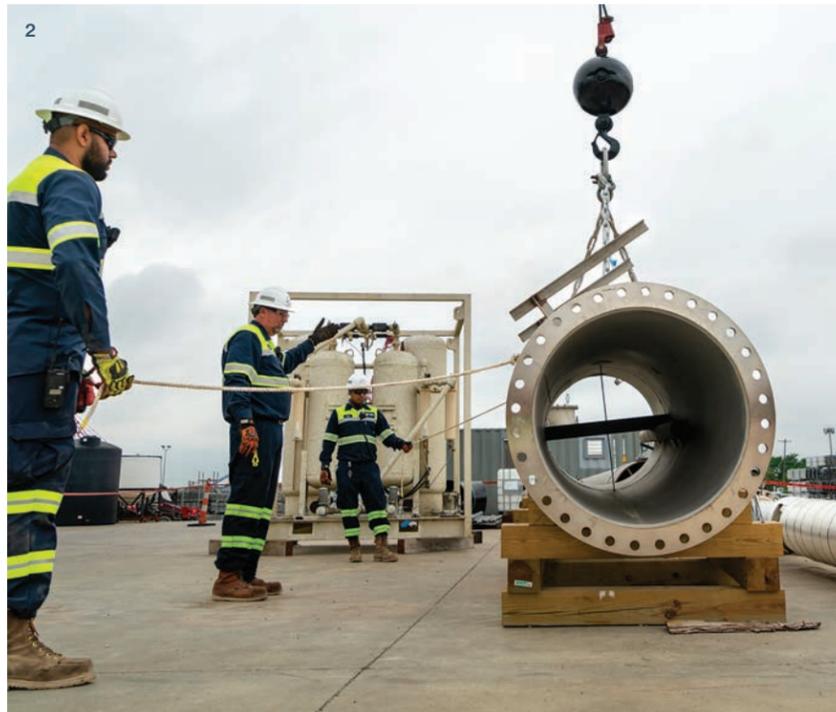
Partnering with local entities and the Department of Labor in Texas and Louisiana, Bechtel's Apprenticeship Program helps to reskill local residents. We train apprentices using the National Center for Construction Education and Research (NCCER) curriculum, and offer them entry-level craft positions upon completion.

Career and Technical Education Programs

Bechtel donates thousands of tools to support local high school students enrolled in career and technical education and welding programs, preparing them for sustainable, rewarding, and quality jobs that don't require college degrees.

but also reinvests project dollars into the local community.

- **Corpus Christi Liquefaction Stage 3:** More than half of all field commitments awarded to local businesses.
- **Pueblo Chemical Agent-Destruction Pilot Plant:** Nearly half of subcontracted dollars awarded to local Pueblo County and Colorado businesses.
- **Mobile Launcher 2:** More than two-thirds of total subcontract dollars awarded to small and diverse businesses at the project in Cape Canaveral, Florida.

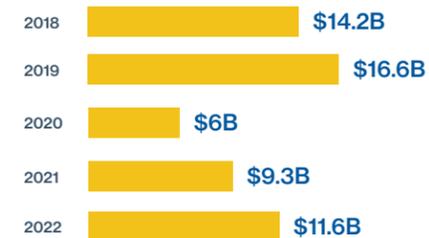


- 1 South Field Energy project in Ohio, U.S.
- 2 Bechtel Equipment Operations in Texas, U.S.
- 3 Students from the Houston Preparatory Academy attended Bechtel's Women's Leadership Conference in Texas, U.S.

*Note: Bechtel defines "local" as a 50-75 mile radius surrounding our projects and "diverse businesses" as companies that are at least 51% owned and controlled by a person(s) of an underrepresented, disadvantaged background, categorized within the regions of the world where they operate, including women, minorities, veterans, people with disabilities, etc.

Procurement & Contract Awards

We increased our global spending on goods and services by 25% in 2022 compared with 2021. In 2022, we spent \$11.6 billion on goods and services globally, including purchases from local, small, and disadvantaged businesses.



Launching Our Reconciliation Action Plan in Australia

To provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, Bechtel launched the Reconciliation Action Plan (RAP) in 2022, founded on the core pillars of relationships, respect, and opportunity. This plan, which was endorsed by Reconciliation Australia, the leading body for reconciliation in the country, is a formal commitment to expand access for First Nations people across our projects and operations.

With this RAP, we will measure progress across our business for the first time—an important step to continue supporting and growing our diverse and inclusive workforce and supply chain.

Leading with Stewardship

At Bechtel, we're proud to be a part of diverse communities where we live and work, and we're always looking for more and creative ways to support the local workforce and the aspiring STEM and construction talent eager to enter our industry.

Inspiring Tomorrow's Engineers

For decades, Bechtel has worked to inspire the next generation of engineers. And as investment in infrastructure surges around the world, we need more engineers who are ready to help us build a better world—to renew infrastructure, strengthen critical supply chains and manufacturing, advance the clean energy transition, and support long-term economic gains. Securing the workforce needed to meet the moment requires strong collaboration with diverse partners.

Houston's Young Women's Preparatory Academy

Bechtel recently partnered with the Society of Women Engineers (SWE) to open a SWENext chapter, providing female students access to programs, mentors, and resources to support their educational goals.

National Society of Black Engineers (NSBE)

Along with Techbridge Girls, Bechtel supported NSBE's 2022 Summer Engineering Experience for Kids for more than 1,700 students in the U.S., Canada, Kenya, Nigeria, and the U.K., including virtually.

Society of Hispanic Engineers

B-FAMILIA, Bechtel’s Latinx business resource group, hosted more than 50 Bechtel colleagues who volunteered their time and expertise to attend the Noche de Ciencias 2022 gatherings to share insights on STEM careers.

Institution of Engineering and Technology (IET)

In the U.K., Bechtel donated \$63,000 for the Institution’s Launch Scholarship program. The donation will support at least 11 students for the duration of their education, and it builds on the \$970,000 Bechtel has already gifted to the IET for its Science, Technology, Engineering, and Mathematics educational outreach efforts.

Supporting Veterans

With their leadership skills, technical training, rigor, and mission-focused approach, military veterans are ideal candidates for many positions in our industry. We’re proud to provide professional development and career opportunities for this important community.

Helmets to Hardhats

We are proud to support NABTU’s H2H program, which connects transitioning active-duty military service members, veterans, National Guard, and Reservists with skilled training and quality career opportunities in the construction industry. H2H has helped over 40,000 military personnel successfully transfer into civilian careers in the construction trades.

Military to Project Program

Our “Military to Project” program actively recruits veterans and transitioning service members. On the U.S. Gulf Coast, Bechtel is partnering with Workforce Solutions to provide apprenticeships for U.S. veterans. These apprenticeships help veterans develop useful job skills and opportunities by working with them from the time of hiring through training, integration onto a project, and completion of tradecraft mastery.

Giving Back to Our Local Communities

Bechtel employees around the world are deeply motivated to give back to their communities.

Bechtel in Chile & Peru

In Chile and Peru, our colleagues led volunteer campaigns, speaking to students about STEM careers, and collecting school supplies and instructional materials to support local schools, including Santiago Apóstol High School and San Luis Gonzaga COPRODELI Educational Institution in Lima.

Bechtel in Arizona

In Glendale, Arizona, our colleagues gathered for the annual Community Involvement Day to help those in need, hosting a Mobile On-Site Mammography for free screenings and a blood drive. They also assembled “pantry-packs” in partnership with the Valley of the Sun United Way and supported the Hope for Hunger Food Bank.

Bechtel in Serbia

The Morava Corridor Bechtel-ENKA project team in Serbia led a Road Safety Awareness Caravan for 220 first and second grade students, aiming to instill a safety mindset from a young age.

Bechtel in the U.K.

In the U.K., Bechtel’s Sellafeld Pile Fuel Cladding project team became a Skills Blox advisor with St. Bridget’s Primary School in West Cumbria. Skills Blox is a skills-development program to introduce primary school students to positive role models from local businesses who can help them develop key skills.



1 Bechtel participated in the DiscoverE Family Day event at the National Building Museum in Washington, D.C., U.S.

2 Project team members at the Waste Isolation Pilot Plant in New Mexico, U.S.

3 Bechtel colleagues partnered with Bridges to Prosperity in Rwanda.

4 Bechtel colleagues supported World Central Kitchen in providing meals along the Poland-Ukraine border.

Bechtel Group Foundation

Bechtel Group Foundation partners with global nonprofit organizations on efforts that promote education, especially in STEM fields, and use engineering and construction skills to improve quality of life.

Bridges to Prosperity

Since 2016, we’ve partnered with Bridges to Prosperity to build trail bridges that provide access to critical services for those living in isolated rural areas in undeveloped countries. For example, in Rwanda, a Bechtel team designed and constructed the Muduha Trailbridge, a 52-meter suspension footbridge providing local residents safe and reliable access to markets, schools, and healthcare across the Muyanza River.

Supporting Ukraine

In response to the invasion of Ukraine, we led a fundraising campaign for World Central Kitchen (WCK). WCK began serving hot meals along the Poland-Ukraine border within hours of the initial attack and has served more than 220 million meals. Bechtel Group Foundation matched the donations made by team members, bringing the total donation raised by colleagues to over \$200,000.

Celebrating 10 Years with FIRST in Chile

Over the last 10 years, we’ve provided \$8.2 million to support FIRST programs in 10 countries. In 2022, we celebrated 10 years

as a national sponsor for the FIRST Lego League in Chile, designed to inspire young students interested in engineering and technology, while teaching key life skills and building confidence.

50 Years of Collaboration with the Society of Women Engineers (SWE)

Bechtel’s partnership with SWE dates back more than 50 years. SWE is the world’s largest advocate and catalyst for change for women in engineering and technology. Our support has helped create SWENext clubs worldwide, which offer self-development courses, leadership training, and college prep to girls in grades K-12, as well as funding for translation of educational materials and development of online learning modules.

Increasing Diversity in STEM

In 1974, Bechtel was a founding member of the National Action Council for Minorities in Engineering (NACME), and we’ve been a member of NACME’s Board of Directors since its inception. Recent support included a donation of \$200,000 to NACME’s Bridge Scholarship Program, which offers summer seminars to students entering four-year engineering or computer science programs, and aims to improve academic performance and graduation rates.

Maintaining a Strong Supply Chain

Our supply chain is complex and geographically vast, representing billions of annual spending on goods and services around the world. We support large projects in remote locations using a diverse supply base supported by regionally positioned personnel with extensive local knowledge.

It's through our resilient, adaptable, and innovative supply chain, led by skilled experts anchored in best-in-class processes and tools, that we are able to consistently deliver on our safety, quality, cost, schedule, and sustainability commitments, even amid global setbacks such as the post-pandemic economy and the Russian-Ukrainian war.

Looking Ahead

We've set long-term strategies to create even more resilience in our supply chain, and have implemented additional programs to improve certainty of delivery and to exceed our customers' expectations. These strategies include developing global category teams and a market watch program to anticipate and respond to environmental and economic changes and opportunities,

centrally led logistics and supplier quality services, a new integrated materials management approach, and an international trade compliance approach.

Diversity

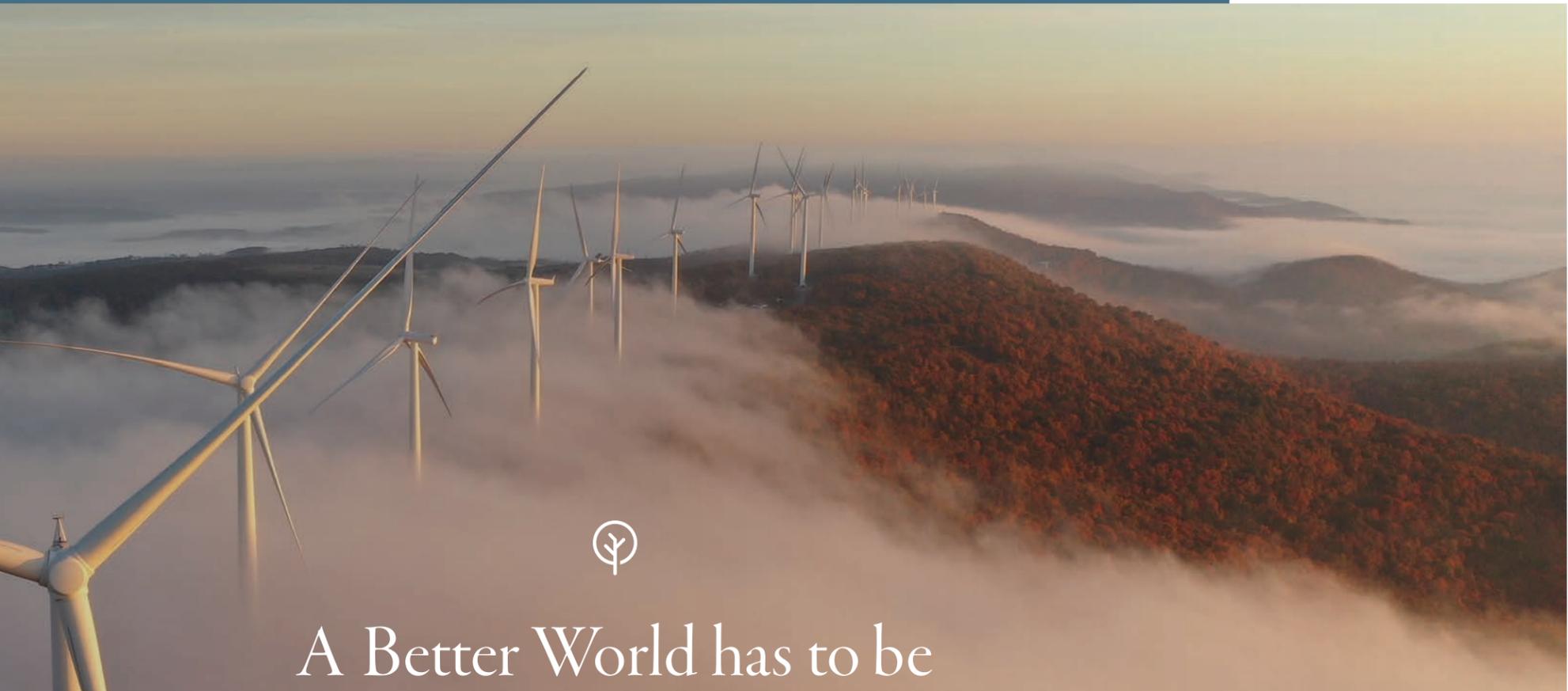
Our supplier relationship management program emphasizes diversity and embraces strong supplier and subcontractor collaboration. These efforts maximize the value chain with suppliers from small and minority-owned businesses.

Safety and Ethics

As in all areas of our business, Bechtel is committed to the highest standards of safety and ethics in the industry and within our supply chain operations. It's not just our expectation that our suppliers and subcontractors do the same, it's our policy. Bechtel's Code of Conduct guides our actions and applies to all Bechtel colleagues and all those with whom we work around the globe.



1, 2 Bechtel Equipment Operations in Texas, U.S.



A Better World has to be Sustainable

Around the world, we're providing clean energy solutions, decarbonizing existing infrastructure and transportation networks, and protecting the environment through rehabilitation programs and by safeguarding against environmental threats. In short, we're building a world where future generations can thrive.



Above Members of the Ranger Rehabilitation Project team in Australia.

Ranger Mine Rehabilitation Project

Australia
Environmental Cleanup

Bechtel is working with Energy Resources Australia on a feasibility study to rehabilitate the Ranger Mine, a closed uranium mine in Australia's Northern Territory. The project focuses on the end-of-life phase of a mine and supports land restoration and rehabilitation.

Copper Mine Projects

Chile

Critical Minerals

Copper is a critical mineral as the world races to transition to clean energy. Bechtel is designing and building the infrastructure needed to secure the supply of copper for decades to come—and doing so safely, with minimum disruption to local communities and the environment.

QB2

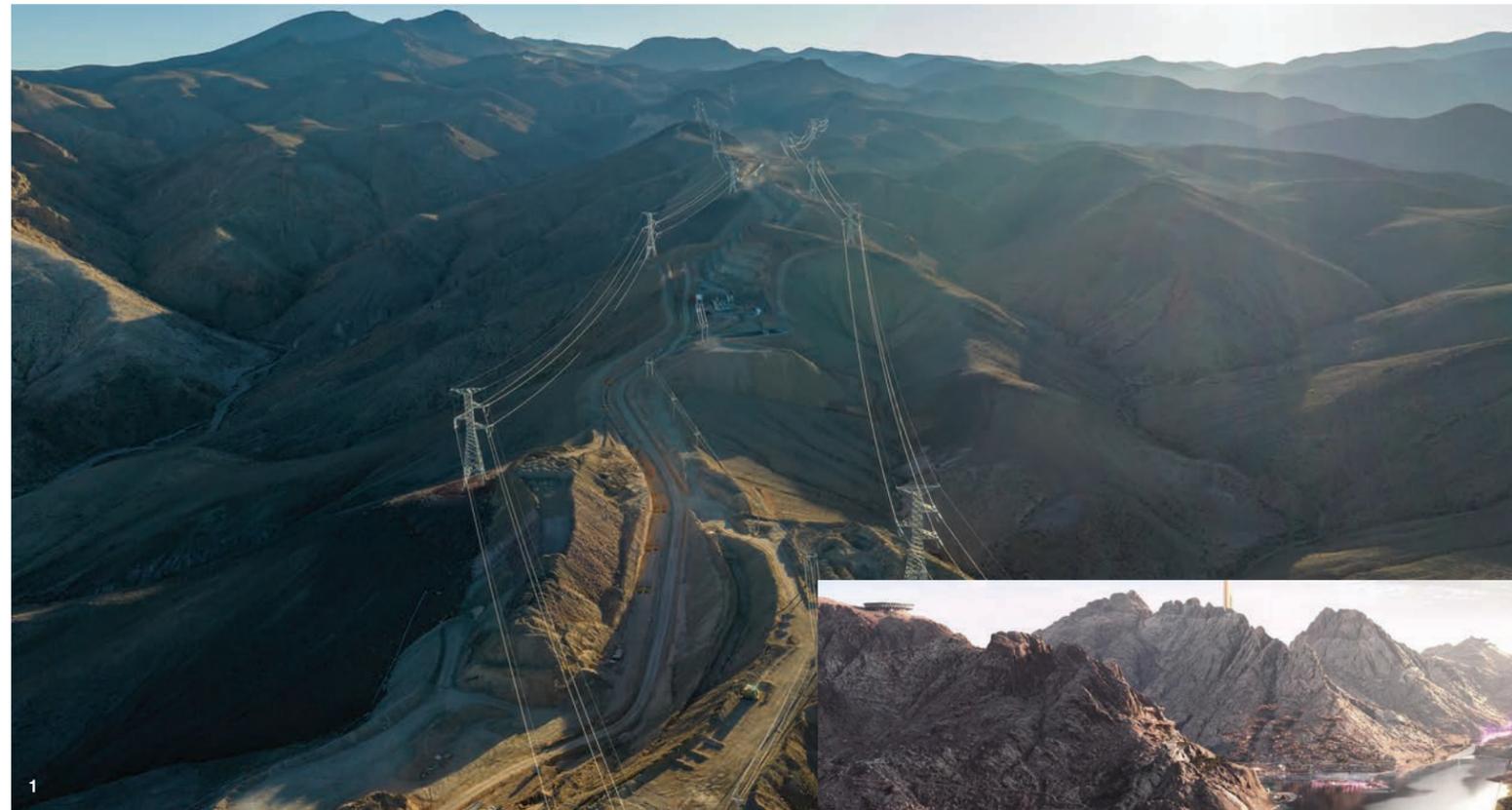
Bechtel is helping extend the life and increase the output of Teck’s Quebrada Blanca copper mine, which will tap one of the world’s largest undeveloped copper resources and help to close the gap between global supply and rising demand for copper. The expansion project includes a 143,000 tonnes-per-day copper concentrator, a high-capacity desalination plant, and a 103-mile (165-km) water supply pipeline. QB2 is expected to generate 316,000 tonnes of copper-equivalent production per year for the first five full years of mine life.

INCO MLP

Bechtel is helping Antofagasta Minerals (AMSA) sustain the production level at its Los Pelambres mine. We’re working together to reduce the environmental impact, establish long-term relationships with neighboring communities, promote local socioeconomic development, and strengthen the local labor force. We’re also focused on water efficiency by reducing continental water consumption and increasing seawater usage. When complete, the mine’s water treatment facilities will filter 106 gallons (400 liters) of water per second.

Collahuasi

Bechtel is helping develop the Collahuasi copper mines to expand capacity to help meet the global demand for copper.



1 Quebrada Blanca mine in Chile.
 2 Minera Los Pelambres mine desalination facility in Chile.
 3 Rendering of NEOM's TROJENA in Saudi Arabia.

Idku Energy Hub Egyptian Coalition

Egypt

Energy Security & Transition

A Bechtel-led coalition will study a One Power Hub concept used by Idku Energy Hub to increase power savings and greenhouse gas abatement as part of Egypt’s decarbonization efforts. This study will support Egypt’s net zero targets and climate strategy by ensuring greater energy security and efficiency.

Matagorda eFuels Facility

Texas, U.S.

Energy Security & Transition

Bechtel is conducting the engineering and design for an HIF Global facility that will revolutionize U.S. transportation through eFuels. The facility will produce approximately 200 million gallons per year of carbon-neutral gasoline that can be used in cars without any modification to existing engines or infrastructure.

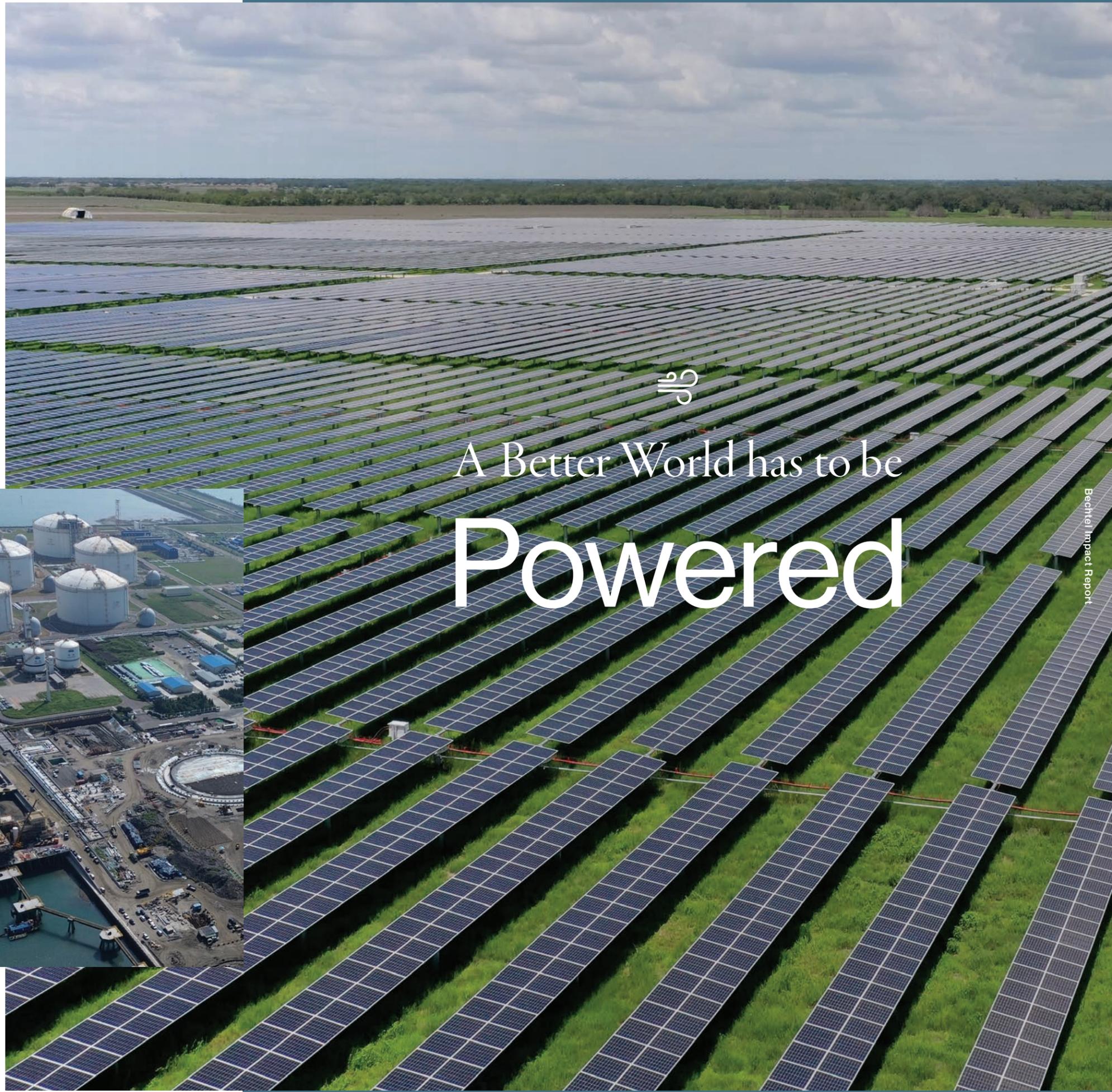
NEOM The Spine & TROJENA

Saudi Arabia

Infrastructure

As a next generation cognitive city powered 100% by renewable energy, NEOM is the future of sustainable living and one of the most ambitious projects of this generation. Our team is providing project management consultancy services for NEOM, both the Spine transport infrastructure and regional infrastructure, including roads and water, as well as its iconic, year-round mountain destination, TROJENA.

We are proud to partner on projects that power communities around the world, increase energy security and efficiency, and push the boundaries of what's possible with next-generation energy sources.



A Better World has to be
Powered

CPC Taichung Phase III Import Terminal LNG Tanks

Taiwan
Energy Security & Transition

Bechtel is supporting Taiwan's transition from coal to natural gas as its primary source of energy by partnering with CPC Corporation on its Taichung Phase III LNG import terminal LNG tanks. The additional capacity from the tanks will help Taiwan achieve its net zero targets by 2050.



Above CPC Taichung Phase III in Taiwan.

Cutlass Solar Phases I & II

Texas, U.S.
Energy Security & Transition

Developing utility-scale solar power facilities is one of the most efficient ways to reduce carbon emissions and support a clean energy future. Our team recently completed Cutlass Solar Phase 1 and we are now working on Cutlass Solar Phase 2, which will provide clean energy for hundreds of thousands of homes and businesses across Texas.

Cheniere's Sabine Pass

Louisiana, U.S.
Energy Security & Transition

For more than 15 years, Bechtel and Cheniere have worked together to expand access to LNG. In Louisiana, Bechtel designed, built, and expanded Cheniere's LNG facility. The 1,000+ acre facility contains six liquefaction units (LNG trains) and a total capacity of ~30 million tonnes per annum. The trains were designed with the best combination of efficiency, cost, and reliability. In 2022, Sabine Pass Liquefaction became the first terminal in the world with the ability to accommodate three LNG tankers simultaneously.

Natrium

Wyoming, U.S.
Nuclear Power

Bechtel is supporting the future of nuclear technology in power generation as TerraPower's engineering and construction partner for the Natrium demonstration reactor. The advanced, cost-competitive sodium fast reactor and innovative molten salt energy storage system is designed to work alongside wind and solar to provide continuous zero-carbon power.

Plant Vogtle Units 3 & 4

Georgia, U.S.
Nuclear Power

In 2017, Bechtel was brought in by Georgia Power and Southern Nuclear to take over construction of Vogtle Units 3 and 4, bringing extensive experience supporting the design and construction of 150 nuclear plants worldwide. Vogtle Units 3 and 4 are the first Westinghouse AP1000 units to ever be built in the U.S.

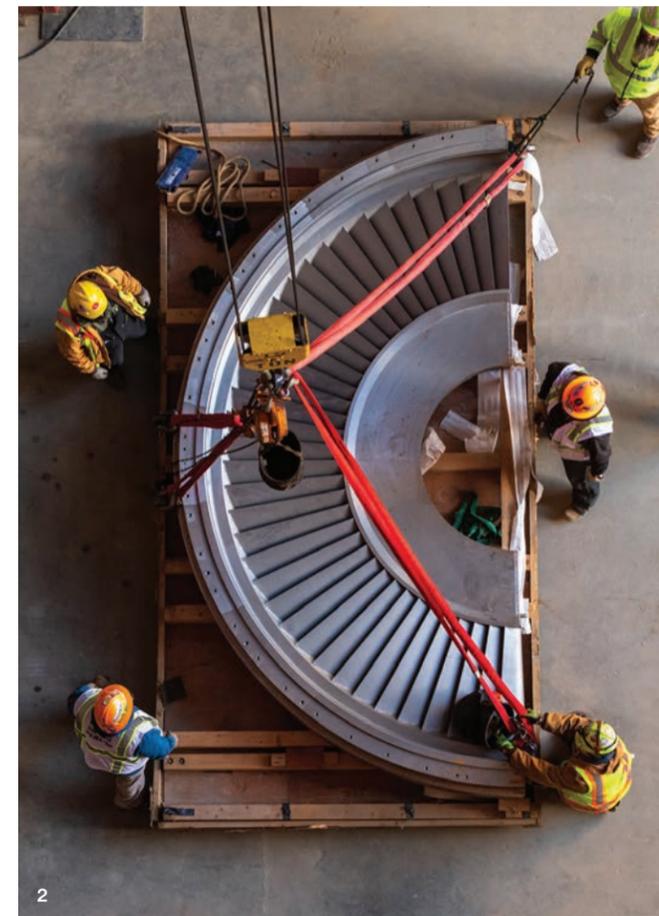
Corpus Christi LNG Facility

Texas, U.S.
Energy Security & Transition

In Texas, we are strengthening our market-leading LNG infrastructure platform by providing much-needed volumes to the global LNG market. Cheniere's Corpus Christi Liquefaction facility, which Bechtel has supported since 2015, safely and securely sends LNG to markets around the world.



1 Corpus Christi LNG facility in Texas, U.S.
2 Plant Vogtle in Georgia, U.S.
3 Cutlass Solar in Texas, U.S.





A Better World has to be Connected

Across the globe, Bechtel is connecting people and communities. From air and rail transportation to digital connections, Bechtel is building and designing smarter cities that are more efficient, safer, and cleaner.



Above Crossrail's Elizabeth Line in the U.K.

Crossrail's Elizabeth Line

United Kingdom
Infrastructure

We recently completed our services on the Elizabeth Line. The 73-mile (117-km) railway has 41 stations improving connections across London, to Heathrow Airport, and to stations in the East and West. The reliable and innovative railway increases London's rail capacity by 10% while reducing journey times and boosting economic development.



First Student

United States
Infrastructure

Building a more connected and sustainable future is only possible if we have the infrastructure in place to support it. Bechtel is working with First Student, the largest provider of student transportation services in North America, to design and build electric charging stations for its new fleet of emission-free school buses.

Riyadh Metro

Saudi Arabia
Infrastructure

We are continuing our work on the Riyadh Metro, a landmark metro that will help revolutionize transport in the region. Riyadh's population of nearly 6 million is forecast to increase to 8 million by 2030. The new metro system will meet the demands of the growing population while reducing traffic congestion, improving air quality, and ensuring greater access to economic opportunities across the city.

Western Sydney Airport

Australia
Infrastructure

As part of our effort to build global gateways and ensure more efficient connectivity, Bechtel is helping deliver the Western Sydney Airport. The airport, built for international, domestic, and freight flights, will support regional economic development and have a minimal impact on the environment with its sustainable design.

Morava Corridor Motorway Project

Serbia
Infrastructure

Working alongside our longtime partner ENKA, Bechtel is building the Morava Corridor, a motorway and an expansive telecommunication network that will improve connectivity and create stronger links to Western Europe. As Serbia's second major transport artery, it will connect communities and businesses from Pojate in the east to Preljina in the west, and link the country's North-South motorway between its borders with Hungary and North Macedonia.

1 Morava Corridor in Serbia.
 2 Rendering of Western Sydney Airport in Australia.
 3 Rendering of Riyadh Metro in Saudi Arabia.

Together with our customers, we are helping to improve access to vital resources that support advancements in technology and provide pathways to clean energy.



Above Rendering of Intel semiconductor facility in Ohio, U.S.

Intel Semiconductor Plant Facility

Ohio, U.S.

Advanced Manufacturing

Bechtel is supporting Intel's efforts to revitalize chipmaking in the U.S. by designing and building an advanced semiconductor manufacturing facility in Ohio. Our team's ability to design for rapid advances in technology and deploy best-in-class construction innovation will help transform Ohio into the "Silicon Heartland" by creating an entire supply chain to deliver the project, including engineers, construction leadership, and craft professionals.



A Better World has to be
Resourced

Shell Polymers Monaca

Pennsylvania, U.S.
Advanced Manufacturing

Our team recently completed construction of one of the biggest manufacturing projects in the U.S., the Shell Polymers Monaca plant. At the time, this project marked one of the largest union construction jobs in the U.S. with more than 9,000 workers on site at peak construction. The plant is producing 1.6 million tonnes of polyethylene per year for use in a wide range of everyday products from packaging and containers to automotive components.

Mitra Chem Cathode Manufacturing Plant

United States
Advanced Manufacturing

Bechtel is working with Mitra Chem to design its cathode manufacturing plant. The plant will produce lithium iron phosphate cathodes, a resource critical to the electrification of transportation and long-term battery storage, on a commercial scale.

Mansourah-Massarah Gold Project

Saudi Arabia
Critical Minerals

We recently achieved first gold on the Mansourah-Massarah Gold Project, a major milestone at the mine and a critical component of Saudi Arabia's strategy to create a more diverse and sustainable economy.

Alba Line 7

Bahrain
Advanced Manufacturing

We are exploring the sustainable expansion of one of the world's largest aluminum smelters as we complete a feasibility study for Alba's Line 7.



- 1 Alba aluminum smelter in Bahrain.
- 2 Shell Polymers Monaca plant in Pennsylvania, U.S.
- 3 Mansourah-Massarah gold mine in Saudi Arabia.



A Better World has to be

Secured

For generations, Bechtel has been entrusted by the U.S. government and governments around the world to design, build, and manage projects that make delivering a safer and more secure world possible.

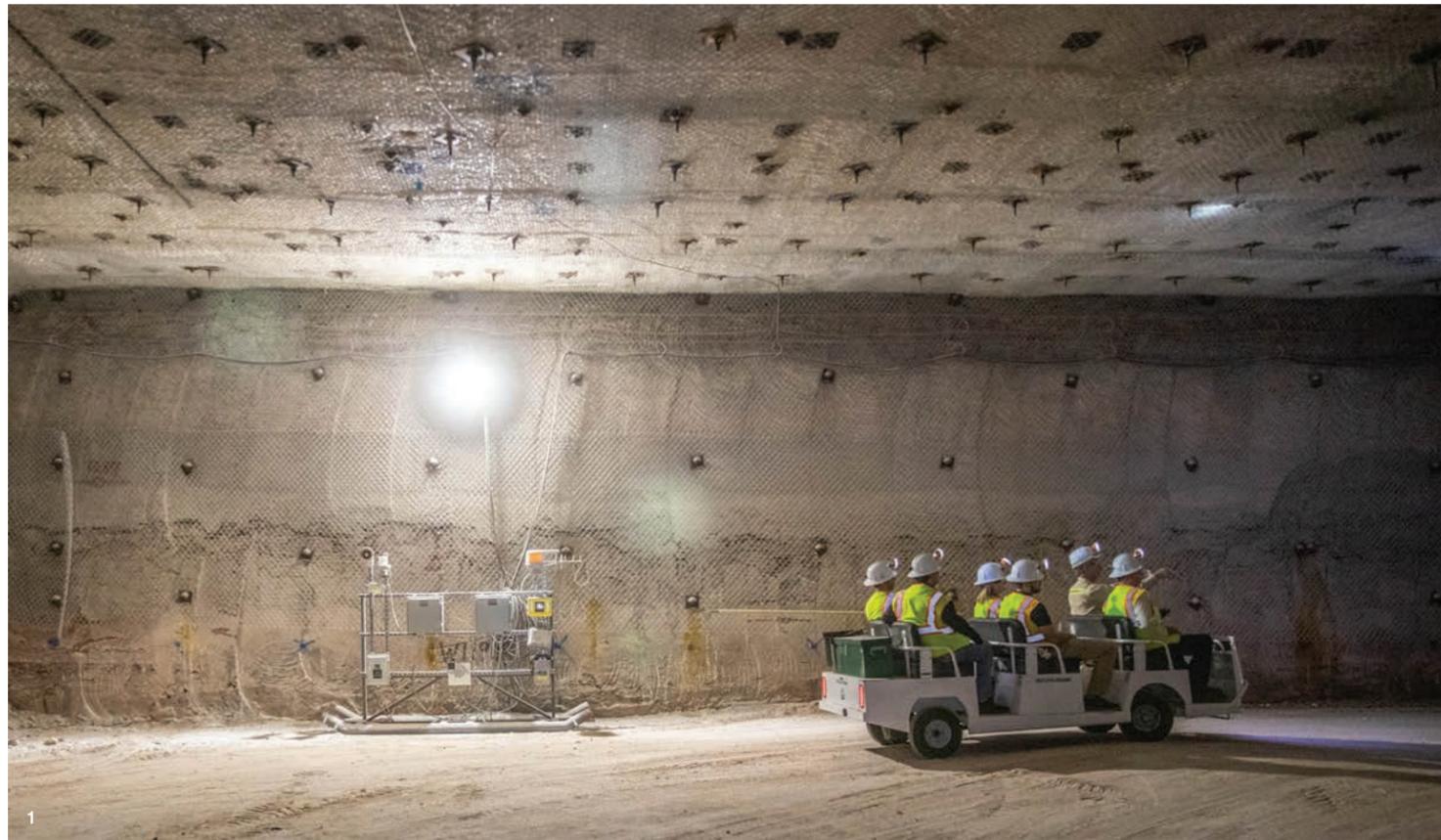


Waste Isolation Pilot Plant

New Mexico, U.S.
Environmental Cleanup

Bechtel manages and operates the Waste Isolation Pilot Plant (WIPP) for the U.S. Department of Energy. For more than 20 years, our team has been at various sites overseeing the safe and permanent disposal of legacy waste from nuclear weapons production and nuclear defense activities. Bechtel has been entrusted with managing the nation's only deep underground repository for nuclear waste.

Above Shipment of transuranic waste arrives at Waste Isolation Pilot Plant in New Mexico, U.S.
Credit: U.S. Department of Energy



Blue Grass Chemical Agent-Destruction Pilot Plant

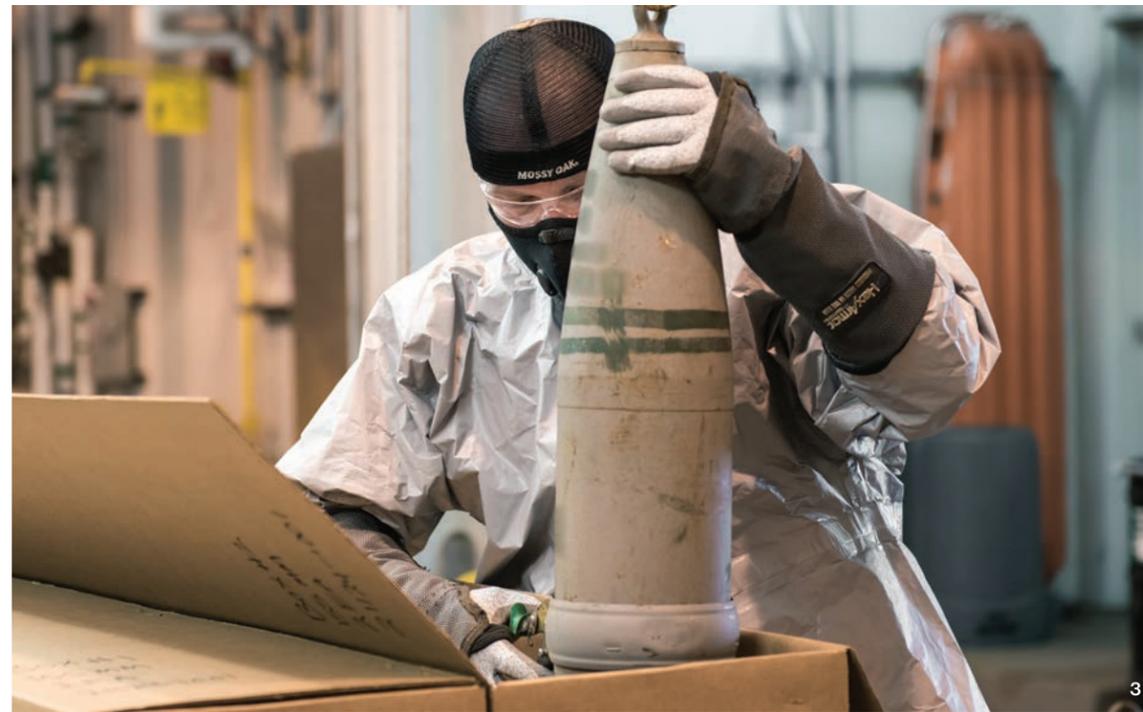
Kentucky, U.S.
Defense & Space

In 2023, a Bechtel-led team made history by safely destroying the last remaining U.S. chemical weapons stockpile leftover from World War II at the Blue Grass and Pueblo Chemical Agent-Destruction Plants in Kentucky and Colorado, respectively. At Blue Grass, our team destroyed more than 100,000 mustard agent and nerve agent-filled projectiles and rockets using neutralization and explosive destruction technologies. The final munition at the Blue Grass Army Depot was safely destroyed in July 2023.

Pueblo Chemical Agent-Destruction Facility

Colorado, U.S.
Defense & Space

As part of the U.S. Department of Defense's commitment to the 1997 Chemical Weapons Convention, Bechtel was contracted to design, build, test, and operate a first-of-its-kind plant at the U.S. Army Pueblo Chemical Depot in Colorado that would safely immobilize this stockpile, which at the time included more than 2,600 tons of chemical agent, projectiles, and mortar rounds that required our help to safely eliminate. The final munition at the Pueblo Chemical Depot was destroyed in June 2023, months ahead of schedule.



- 1 Waste Isolation Pilot Plant in New Mexico, U.S.
- 2 Hanford Waste Treatment Plant in Washington, U.S.
- 3 Blue Grass Chemical Agent-Destruction facility in Kentucky, U.S.

Hanford Waste Treatment Plant

Washington, U.S.
Environmental Cleanup

We're continuing to work with the U.S. Department of Energy at the Hanford Waste Treatment Plant on one of the most challenging environmental projects in history. Bechtel is designing, constructing, and commissioning the world's largest and most sophisticated radioactive waste treatment plant to stabilize plutonium by-product waste that dates back to WWII and the Cold War. Our mission is twofold: safely dispose of this historical waste and ensure the safety of the Columbia River and the surrounding communities. In 2023, we reached a massive milestone—heating the first melter to our target 2,100 degrees Fahrenheit, marking one step closer to transforming the nuclear waste into a glass form for safe storage.

Lawrence Livermore U.S. National Laboratory

California, U.S.
Defense & Space

Working with the University of California, a Bechtel-led team recently achieved historic breakthroughs at the Lawrence Livermore U.S. National Laboratory (LLNL). The innovations will help further the country's security and technological capabilities.

Fusion Breakthrough

LLNL achieved fusion ignition, paving the way for advancements in clean energy technology, supporting U.S. security and defense measures, helping enable high-performance computing, and furthering advanced materials and energy research.

DART Milestone

LLNL has been supporting NASA's planetary defense mission since 2014. In 2022, we successfully sent the Double Asteroid Redirection Test (DART) satellite toward an asteroid 7 million miles away from Earth, advancing our defense strategy against asteroids that might cross our planet's path.

Our Projects Around the World

- Defense & Space
- Environmental Cleanup
- Critical Minerals
- Advanced Manufacturing

- Infrastructure
- Nuclear Power
- Energy Security & Transition

Defense & Space

Building a better world, and we're just getting started.

~5,000 tons of chemical weapons destroyed

4 of 9 original U.S. chemical weapons storage depots eliminated

8,900,000 lbs what NASA's mobile launcher will be capable of launching into space

Blue Grass & Pueblo Chemical Agent-Destruction Plants

Colorado and Kentucky, U.S.

A Bechtel-led team safely destroyed the U.S.'s chemical weapons stockpile at these Bechtel-built-and-operated facilities, which held over 3,000 tons of chemical agents in artillery projectiles, mortar rounds, and M55 rockets. Both facilities began final campaigns in 2022 to support national commitments under the 1997 Chemical Weapons Convention to meet the September 2023 completion deadline.

Mobile Launcher 2

Florida, U.S.

NASA is committed to landing the first woman and the first person of color on the moon by 2026, and Bechtel is partnering in this mission by constructing Mobile Launcher 2 (ML2). ML2 will be used to safely assemble and process NASA's Space Launch System (SLS) 1B Rocket and Orion Spacecraft, support the launch vehicle during transport, and support launches to the moon and eventually Mars.

Arnold Engineering Development Complex (AEDC)

Tennessee, Maryland, and California, U.S.

Bechtel is delivering a hypersonic test facility at the U.S. Air Force's AEDC. AEDC is the most advanced and largest complex of flight simulation test facilities in the world, performing work for the U.S. Department of Defense, Army, Navy, and Air Force, NASA, both domestic and foreign private industry, allied foreign governments, and educational institutions.



Sentinel (Ground-Based Strategic Deterrent, GBSD)

United States

Bechtel is supporting the U.S. Air Force's mission to modernize the country's aging intercontinental ballistic missile systems by designing and constructing the launch infrastructure for the U.S.'s GBSD.

Uranium Processing Facility

Tennessee, U.S.

Bechtel is constructing a new facility at the Y-12 National Security Complex to ensure the long-term viability, safety, and security of enriched uranium capabilities in the U.S. The modernization will fortify the country's nuclear defense, reduce global threats from weapons of mass destruction, improve worker safety, reduce energy consumption, and significantly lower operating and maintenance costs.

Pantex Plant

Texas, U.S.

Consolidated Nuclear Security, a Bechtel-led partnership, operates the Department of Energy's Pantex Plant, supporting the safety, security, and effectiveness of U.S. nuclear defense capabilities. For decades, Pantex has provided technology for the manufacturing, evaluation, and testing of nuclear explosives, joint test beds, and other special nuclear materials.

Lawrence Livermore U.S. National Laboratory

California, U.S.

Since 2007, Bechtel has managed the Lawrence Livermore U.S. National Laboratory (LLNL). In 2022, LLNL scientists achieved a breakthrough in fusion research and contributed to NASA's successful Double Asteroid Redirection Test for planetary defense. The team also completed the Exascale Computing Facility, enabling it to power the National Nuclear Security Administration's first Exascale system.

Devonport

Devonport, U.K.

As part of an ongoing infrastructure investment program at Babcock International's Devonport facility, Bechtel is acting as delivery partner to Devonport Royal Dockyard Limited as it upgrades dock infrastructure. Babcock's Devonport facility is co-located with HM Naval Base Devonport and forms the largest naval support site in Western Europe.

Mobile Launcher 2 project for NASA in Florida, U.S.

Environmental Cleanup

Building a better world, and we're just getting started.

3,200 cubic meters of radioactive waste secured at Sellafield's nuclear facility

3.15 megajoules of fusion energy produced at LLNL's National Ignition Facility

2,100°F temperature of the world's largest nuclear waste melter

Hamburgo Tailings Removal Project

Hamburgo, Chile

BHP awarded Bechtel the pre-feasibility study for the removal of the Hamburgo tailings dam, which has not been used since 2002, from the Escondida mine pit. This project is crucial for Escondida, allowing the mine to expand and process 300 metric tons in the dam.

Pile Fuel Cladding Silo (PFCS)

Sellafield, U.K.

The Sellafield PFCS, considered to be one of the four most hazardous buildings in Western Europe and Europe's largest nuclear site, was commissioned in 1952 to safely store radioactive material used in some of the U.K.'s earliest nuclear reactors. Bechtel Cavendish Nuclear Solutions is delivering a system that will allow Sellafield to retrieve, package, and dispose of this waste safely and permanently.

Ranger Mine Rehabilitation Project

Northern Territory, Australia

Bechtel is helping Energy Resource Australia manage a rehabilitation program at the Ranger uranium mine. An environmentally sensitive site located near a World Heritage-listed national park, the Ranger Mine Rehabilitation Project is a flagship initiative and a key part of the closure plan for the mine and processing plant.

Waste Isolation Pilot Plant (WIPP)

New Mexico, U.S.

The U.S. Department of Energy selected a Bechtel company to manage and operate the Waste Isolation Pilot Plant. Located in a salt formation more than 2,100 feet underground, WIPP is the world's only operating deep geologic repository for defense nuclear waste.

Hanford Waste Treatment Plant (WTP)

Washington, U.S.

This one-of-a-kind complex will immobilize up to 56 million gallons of waste stored in 176 aging underground tanks from World War II and the Cold War. Designed by Bechtel, the plant uses vitrification to heat radioactive waste and glass-forming materials to 2,100 degrees Fahrenheit. Once the molten material cools and solidifies into glass, it can be safely and securely disposed of, protecting the Columbia River and surrounding communities.



- 1 Ranger Rehabilitation Project in Australia.
- 2 Mansourah-Massarah gold mine in Saudi Arabia.



Critical Minerals

Building a better world, and we're just getting started.

30 aluminum smelter projects

46 major copper projects

200,000,000 metric tons per annum of installed iron ore production

Thacker Pass Lithium Mine

Nevada, U.S.

Lithium Americas Corp. selected Bechtel to construct Thacker Pass Phase 1, which aims to responsibly access the critical resources needed to strengthen the country's battery supply chain and advance decarbonization targets.

Collahuasi Mine

Tarapacá, Chile

As the project management consultant for C20+, Bechtel is supporting expansion and efficiency improvements at one of the world's largest copper operations. To help meet global demand and avoid tapping precious freshwater reserves, a desalination plant will transport seawater to the mine's facilities 4,400 meters above sea level.

Latrobe Magnesium Stage 3

Victoria, Australia

Latrobe Magnesium awarded Bechtel the pre-feasibility study for the development of its Stage 3 International Magnesium Mega Plant with an annual capacity of 100,000 tons. The lightest of all structural materials, 100% recyclable, and with the best strength-to-weight ratio of all common structural metals, magnesium is increasingly used in car parts, the aviation industry, laptop computers, mobile phones, and power tools.

Yanacocha Stage 3

Northern Highlands, Peru

Newmont is working with Bechtel to support its Yanacocha sulfide expansion project at South America's largest gold mine, which will extend the mine's life beyond 2040 and enable more sustainable production.

Mansourah-Massarah Gold Project

Central Arabian Gold Region, Saudi Arabia

Bechtel and Ma'aden achieved a major milestone with first gold at the Mansourah-Massarah Gold Project (MMGP), contributing to Saudi Arabia's Vision 2030 strategy to create a more diverse and sustainable economy. MMGP is the largest and most technologically advanced gold mine in Saudi Arabia, capable of producing 250,000 ounces of gold per year.

Quebrada Blanca Phase 2

Tarapacá Region, Chile

Bechtel is extending the life and increasing the output of Teck's Quebrada Blanca copper mine, which will tap one of the world's largest undeveloped copper resources and help to close the gap between global supply and rising demand for copper in energy transition programs. QB2 is expected to generate 316,000 tonnes of copper-equivalent production per year for the first five full years of mine life.

Los Pelambres

Coquimbo Region, Chile

Bechtel is helping Antofagasta Minerals (AMSA) sustain Los Pelambres mine's production level while reducing environmental impact. One of AMSA's main focuses is improving water efficiency by reducing continental water consumption and increasing seawater usage. Once finished, the mine's water treatment facilities will filter 106 gallons (400 liters) of water per second.

Parker Point Port

Karratha, Australia

Bechtel completed a prefeasibility study to debottleneck Rio Tinto's Parker Point port facility, replacing critical machinery to increase the capacity and efficiency of this iron ore project.

MP Materials Phase 2

California, U.S.

Bechtel was awarded the project management contractor role at the MP Materials project in California, the only integrated rare earth mining and processing site in North America. The site will produce critical minerals to support the energy transition and electric vehicle market.



Crossrail's Farrington Station along the Elizabeth Line in London.

Infrastructure

*Building a better world,
and we're just getting started.*

17,200 miles (27,500 km)
of highways and roads

2,600 miles (10,000 km)
of railroads

334 projects completed for
189 airports and airport systems

Ontario Line

Toronto, Canada

Bechtel continues to work as the delivery partner for Metrolinx's rapid transit Ontario Line, which includes 15 new stations and will give Toronto residents a more reliable transit network by alleviating crowding and congestion. The project will make up to 47,000 jobs accessible in 45 minutes or less, take 28,000 cars off the road, and reduce fuel consumption by 7.2 million liters per year.

Sepulveda Transit Corridor

California, U.S.

Bechtel is designing a high-capacity automated rail line in Los Angeles through one of the most congested corridors in the U.S. The project is one of two options under consideration to link the San Fernando Valley to the Westside (and eventually to Los Angeles International Airport), reducing the relentless traffic congestion on the 405 Freeway.

NEOM The Spine & TROJENA

Tabuk Province, Saudi Arabia

Bechtel is providing project management consultancy services for NEOM, both the Spine transport infrastructure and regional infrastructure, including roads and water, as well as its iconic, year-round mountain destination, TROJENA. The Spine is the infrastructure corridor running below the Line, one of the new cities planned for the ambitious NEOM megaproject.

First Student School Bus Electrification

United States

Bechtel is designing and building infrastructure to support electric vehicle charging for North America's largest school bus operator, First Student, which is working to convert 30,000 of its school buses to run on electricity by 2035.

Western Sydney Airport

Sydney, Australia

Bechtel is helping deliver this world-leading, full-service facility for international, domestic, and freight flights. Western Sydney International (Nancy-Bird Walton) Airport, which is being built using sustainable design elements to minimize its environmental impacts, will catalyze regional economic development, provide access to high-quality jobs, and create business opportunities for local communities.

Elizabeth Line

London, U.K.

Bechtel supported the completion of Crossrail's Elizabeth Line, which includes 10 newly built and 31 newly upgraded stations. The Elizabeth Line increased London's rail capacity by 10% and brought an additional 1.5 million people within 45 minutes of central London, reducing journey times and transforming accessibility in the city.

Morava Corridor Motorway Project

Serbia

Bechtel is fostering economic growth throughout Serbia with the construction of the Morava Corridor, which will connect commercial centers within Serbia and expand access to markets in Slovenia, Croatia, North Macedonia, Italy, and Romania. The motorway will also include an expansive 5G telecommunication network and a flood defense system to protect local communities.

Noida International Airport

New Delhi, India

Bechtel is supporting Tata Projects in its delivery of India's first net-zero emissions airport. Modern, hyper-efficient, and passenger-centric, Noida International Airport will serve New Delhi and will be India's largest airport, with an opening capacity of 12 million passengers annually.

Sydney Metro West

Sydney, Australia

Bechtel is delivering the driverless, underground Sydney Metro West, a once-in-a-century infrastructure investment for the Government of New South Wales. This landmark project will transform Sydney for generations to come, doubling rail capacity between Parramatta and the Sydney Central Business District, linking new communities to rail services, and supporting employment growth and housing supply.

HS2 Phase 2B

United Kingdom

Bechtel is the development partner on HS2 as it moves the HS2 Phase 2B: High Speed Rail (Crewe-Manchester) Bill 2022 through the U.K. Parliament. Phase 2B will connect Crewe to Manchester.

Riyadh Metro

Riyadh, Saudi Arabia

A Bechtel-led consortium is designing and building Lines 1 and 2 of Saudi Arabia's first underground metro system. Continuing Bechtel's 80-year legacy of working on major projects in Saudi Arabia, this critical infrastructure project will reduce traffic congestion, improve air quality, provide easier access to economic opportunities across the region, and support Riyadh as its population expands from 6 million to 8 million people by 2030.



1 Plant Vogtle in Georgia, U.S.
2 Intel Semiconductor Plant in Ohio, U.S.

Nuclear Power

Building a better world, and we're just getting started.

80%+ of U.S. nuclear plants designed, built, or serviced
76,000 megawatts of nuclear generation capacity delivered

150 nuclear plants designed and constructed worldwide

Plant Vogtle Units 3 & 4 *Georgia, U.S.*

Bechtel is building Plant Vogtle Units 3 and 4 for Georgia Power and Southern Nuclear. Units 3 and 4 are the first new nuclear units built in the U.S. in more than three decades. Nuclear power is a critical contributor to meeting net-zero goals and a strategic energy source for the U.S. given its carbon-free output and ability to provide stable baseload power. Once complete, the units will power 500,000 homes and businesses.

Natrium *Wyoming, U.S.*

Bechtel conducted geotechnical investigations and design concepts for TerraPower's Natrium nuclear reactor. Demonstrating the next generation of clean electricity production, Natrium is designed to adapt to changes in daily electricity demands driven by solar and wind energy fluctuations. The reactor is safer, simpler, less costly to construct, and less expensive to operate, and provides energy that is competitive with fossil fuels.

Polish Civil Nuclear Power Program *Poland*

In partnership with Westinghouse Electric Company, Bechtel is helping Poland to further its energy transition goals while maintaining its energy independence and security. Bechtel, Westinghouse Electric Company, and our customer, Polskie Elektroenergetyczne, signed an agreement that solidifies the project team for the first AP1000 nuclear power reactors in Poland and defines the path forward for the Westinghouse-Bechtel consortium to engineer and construct three Polish nuclear reactors.



Advanced Manufacturing

Building a better world, and we're just getting started.

2,500,000 square feet of facility at Intel Ohio project

30,000 First Student school buses to be powered by electricity

9,000 union jobs provided at Shell Polymers Monaca

Intel Semiconductor Plant Facility *Ohio, U.S.*

Bechtel is designing and building Intel's new advanced semiconductor manufacturing facility, which will revitalize chipmaking in the U.S., restore dependability and resilience to the global semiconductor supply chain, and strengthen economic development in the region. Partnering with North America's Building Trades Unions and suppliers, Bechtel will also create new construction jobs and implement training programs with local education organizations.

Mitra Chem Cathode Manufacturing Plant *United States*

Bechtel will design Mitra Chem's commercial cathode manufacturing plant, which will produce Lithium Iron Phosphate cathodes on a commercial scale by 2025. With Bechtel's support, Mitra Chem will be able to rapidly scale its operations and deliver on its mission to create mass-market electrification for electric vehicles, energy storage solutions, and beyond.

Alba Line 7 *Manama, Bahrain*

Alba selected Bechtel to perform the feasibility study for Alba's Line 7, exploring the sustainable expansion of one of the world's largest aluminum smelters. Line 7 is estimated to have a production capacity of approximately 540,000 metric tons per year.

Shell Polymers Monaca *Pennsylvania, U.S.*

Bechtel completed construction of the Shell Polymers Monaca petrochemicals complex, which will produce 1.6 million tonnes of polyethylene per year for use in manufacturing a wide range of everyday products. Shell's Monaca plant is a world-scale facility nearly a decade in the making, offering communities in the region access to job opportunities and business development.

Sicona Battery Technologies Anode Manufacturing Plant *United States*

Sicona Battery Technologies awarded Bechtel an engineering study for its first U.S. manufacturing plant, which will produce the cutting-edge battery anode components needed for electric vehicles. Bechtel will help Sicona optimize manufacturing area designs, design requirements, utilities, equipment, and materials.

Energy Security & Transition

Building a better world, and we're just getting started.

52,800 miles (85,000 km) of pipeline
275+ refinery expansions and modernizations

30% of global LNG capacity built and delivered

Shannon Foynes Port Masterplan

Foynes, Ireland

The Shannon Foynes Port Company in Ireland released its revised master plan developed by Bechtel. The master plan is a roadmap to develop the port to support the floating offshore wind sector, which could deliver six times Ireland's domestic energy demand by 2050, help the country reach its climate goals, and produce electricity and eFuels for domestic use and exports.

Hsin Tao Power Station

Hsinchu, Taiwan

Bechtel is helping Taiwan achieve greater energy security by studying the potential rebuild of the Hsin Tao Power Station to prevent future blackouts amid a large uptick in energy demand. Hsin Tao plays a key role in meeting existing energy needs as the country aims to obtain 50% of its energy from natural gas and 20% from renewables by 2025, while building an additional 13 gigawatts of capacity over the next 10 years.

Cameron LNG Train 4

Louisiana, U.S.

Sempra Infrastructure selected Bechtel to conduct the front-end engineering design for the fourth LNG train at Cameron LNG's converted export facility, which will increase the facility's total LNG production from 12 to 18 million metric tons per year. It will also include design enhancements to reduce the facility's emissions, using electric drive (E-drive) motors to replace gas turbine drives, and tie-ins to allow the potential for carbon sequestration.

Lake Charles Liquefaction

Louisiana, U.S.

Energy Transfer chose Bechtel to perform the front-end engineering design verification to convert Lake Charles Liquefaction's LNG import facility into an export facility and build three LNG trains with a total capacity of 16 million metric tons per year. The technology proposed for the project is designed to make it one of the most efficient and cleanest operating LNG facilities in the U.S.

CWP Global Green Hydrogen Facilities

Africa

CWP Global partnered with Bechtel Energy Technologies & Solutions to develop conceptual and early planning solutions for large-scale green hydrogen and ammonia facilities in Africa.

H Cycle Low-Carbon Hydrogen Program

United States

H Cycle selected Bechtel to support the development of a series of hydrogen plants across the U.S. to meet increased demand for low-carbon hydrogen using a technology that extracts hydrogen from municipal waste using heat and electricity.

Salina Cruz Refinery

Oaxaca, Mexico

Pemex chose Bechtel Energy Technologies & Solutions' ThruPlus® Delayed Coking technology to increase efficiency at its Salina Cruz refinery and expand its capacity by 75,000 barrels per day, supporting greater energy security in Mexico. The ThruPlus® technology now has more than 70 licensed units globally.

Pluto Train 2

Karratha, Australia

Bechtel began construction on the Woodside Energy-operated Pluto LNG facility in 2022, after being selected to handle the full engineering, procurement, construction, commissioning, and start-up scopes of work to increase the facility's capacity by another 5 million tonnes per annum. The facility will contribute to long-term economic growth and local employment opportunities for Western Australia.

Port Arthur LNG Export Facility

Texas, U.S.

In 2022, Sempra Infrastructure gave Bechtel Limited Notice to Proceed on the Port Arthur LNG export facility, supporting global access to safe, sustainable, and reliable energy. The facility includes ancillary support facilities to liquefy and load LNG onto ships, as well as three LNG storage tanks, two marine berths, and two natural gas liquefaction trains producing up to 13.5 million metric tons per year.

Driftwood LNG

Louisiana, U.S.

Tellurian gave Bechtel Limited Notice to Proceed for the Driftwood LNG export facility in 2022. Once complete, the facility's export capacity will be nearly 28 million metric tons per year, helping to meet global LNG demand. The first phase will consist of two plants, each with up to four liquefaction trains, creating roughly 400 direct jobs and 6,500 construction jobs.

Rio Grande LNG Facility

Texas, U.S.

NextDecade gave Bechtel Notice to Proceed on its Rio Grande LNG export facility, which will consist of three LNG trains, adding 18 million metric tons per year to global LNG capacity and two 180,000 cubic meter full containment tanks.



Cheniere's Sabine Pass LNG facility in Louisiana, U.S.

HIF Global Matagorda eFuels Facility

Texas, U.S.

HIF Matagorda awarded Bechtel the front-end engineering design for its eFuels facility, which will produce carbon-neutral gasoline that can be used in vehicles without any modification to existing engines or infrastructure. The gasoline will be produced by utilizing CO2 captured from the atmosphere and green hydrogen from renewable power. By 2027, HIF USA expects the potential to decarbonize over 400,000 vehicles.

Cutlass Solar 1 & 2

Texas, U.S.

Bechtel completed Cutlass Solar project Phase 1 and was awarded Cutlass Solar Phase 2, providing clean energy for thousands of homes. Phase 1 added 140 megawatts in the Houston area, enough to power 20,000 homes with zero-carbon electricity and eliminate 300,000 metric tons of CO2 emissions. Phase 2 will add another 218 megawatts of solar power through the installation of approximately 500,000 solar modules.

Egyptian LNG Export Terminal Zero-Flaring Study

Idku, Egypt

A Bechtel-led coalition was selected to assess options to reduce methane emissions within the zero-flaring system at the Egyptian LNG (ELNG) export terminal. The project supports the Methane Global Pledge signed by Egypt in June 2022 and is part of a wider program aiming to decarbonize existing oil and gas facilities across the country and deliver on Egypt's climate change strategy.

Idku Energy Hub

Idku, Egypt

Shell Egypt, EGAS, and Petronas selected a Bechtel-led coalition to perform a front-end engineering and design study for a unified power system between the on-shore gas processing plant of the West Delta Deep Marine gas fields and the Egyptian LNG export terminal in Idku.

Corpus Christi and Sabine Pass Liquefaction Facilities

Texas and Louisiana, U.S.

Cheniere gave Bechtel Final Notice to Proceed for Stage 3 of the Corpus Christi LNG facility, and Bechtel completed the sixth production train at the Sabine Pass LNG facility. Both projects continue to add to U.S. LNG export capacity at a time when the focus on global energy security and energy transition is driving a growing role for natural gas as a lower-carbon alternative to coal.

Taichung Phase III LNG Import Terminal Tanks

Taichung, Taiwan

CPC Corporation selected Bechtel to perform the full engineering, procurement, and construction scope of the LNG Tanks for the CPC Taichung Phase III LNG import terminal. The two 180,000 cubic meter fuel containment tanks will be the largest in Taiwan. CPC is rapidly expanding the country's LNG import terminals to support the move from coal to natural gas as their primary transitional source of energy.

Left Bechtel.org's Sumaq Wasi project in Peru.



bechtel.org

Our Sustainability Efforts

Bechtel's commitment to sustainability is reflected in all areas of our business. We apply our processes, experiences, and innovations to develop and execute projects with care for the environment and for communities.

We do this by using sustainable and efficient technologies, respecting local cultures and values, and developing the local workforce by providing the skills and training required to sustain progress. Together, we're leaving communities better than we found them, and leaving an enduring legacy for this generation and those to come.

The Drive to Net Zero

We are committed to addressing one of the most important global challenges facing all of us: reducing the world's carbon emissions to net zero by 2050.

Bechtel has pledged to achieve net zero for our Scope 1, 2, and 3 emissions by 2050. To support our net-zero commitment, each of our projects that require reporting is developing and implementing a formal, project-specific climate action plan for reducing and managing emissions.

We are also implementing a roadmap aimed at reducing emissions by 50% by 2030 for our Bechtel Equipment Operations fleet of construction vehicles and equipment. More than 90% of our Scope 1 and 2 Emissions come from fuel combustion, primarily from equipment on construction sites. As part of this effort, Bechtel is testing a range of solutions, including hybrid and solar light

plants, hybrid generation technologies coupled with load banks and energy storage, hybrid dozers and excavators, electric trucks and ATVs, and implementing telematics to reduce idling times.

In addition, Bechtel has developed innovative programs to support our customers' decarbonization targets and to accelerate the development of breakthrough technologies that will forge a path to net zero. At the same time, we are also taking action to reduce our own carbon emissions.

Carbon Comparator Tool

We designed and developed a tool to predict the carbon footprint of our projects, including embodied and operational greenhouse gas emissions. This allows us to better support our customers by providing them with the best solutions for carbon reduction requirements and helps us advance clean energy together.

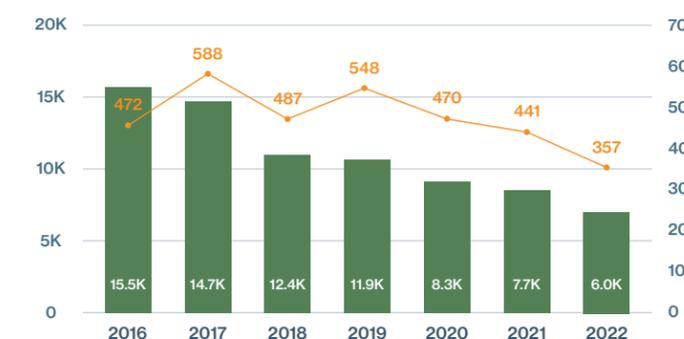
Corporate Coalition for Innovation & Technology Toward Net Zero (CCITNZ)

Bechtel, a founding member of CCITNZ, is leading an effort to bring several companies across industries together to introduce innovative solutions to developing countries to advance their decarbonization and climate goals.

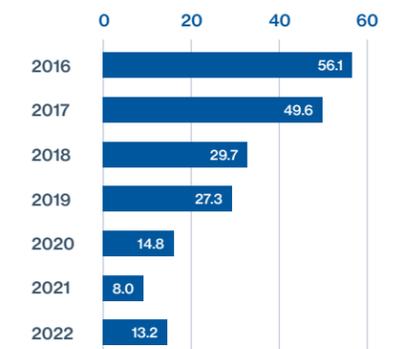
Bechtel Equipment Operations (BEO)

We're working not only to reduce our fleet's operational carbon, but to also drive change in the industry by collaborating with equipment manufacturers to expedite development and production of the next generation of hybrid and electrified equipment.

■ Sum of Indirect CO2e Emissions (t)
 ■ Sum of Revenue Intensity (CO2e/Billion USD)



Water Consumed (Millions of Gallons)



bechtel.org

Impact Infrastructure

We are committed to building sustainable projects that make a lasting impact in the communities that need it the most. This is how we are building a better world.

We created bechtel.org in 2019 because we believe that infrastructure is a force for social good. Bechtel.org delivers sustainable, scalable infrastructure projects to address local challenges through what we call “impact infrastructure.”

Impact infrastructure is infrastructure that is tied to the wellbeing of communities. It’s resilient and built at the community level. Importantly, it integrates long-term risks and vulnerability assessments into building flexible, sustainable solutions that reduce the adverse impacts of natural hazards and human-made catastrophes.

Bechtel.org addresses challenges such as electrification and digital connectivity, food security, land regeneration, and climate-resilient housing. This critical work involves proactively identifying issues, designing solutions, and deploying the know-how to engineer and build for the greater good.



- 1 Bechtel.org crew and community members on site at Sumaq Wasi project in Peru.
- 2 Bechtel.org's Sumaq Wasi project in Peru.
- 3 Bechtel.org's Kochi Canal regeneration project in India.
- 4 New solar harvesting systems are installed as part of the Sumaq Wasi project in Peru.

Regenerating Canals to Mitigate Extreme Flooding and Purify Polluted Water in Fort Kochi, India

In India, bechtel.org is helping the Fort Kochi government develop a more resilient and sustainable solution to flood mitigation, pollution, and canal restoration. We completed a technical assessment of affected canals and identified a nature-based technology that integrates natural plant species into a gravity-fed water treatment system to recycle and generate clean water. This reduces flooding and regenerates the canal to promote sustainable livelihoods like shrimp farming and eco-tourism. With our partners, we are developing the next phase, which includes piloting this technology in one canal to benefit over a thousand people in Fort Kochi. The goal is to demonstrate this as a viable, scalable, and repeatable solution for all of Kochi's canal restoration projects.

MAKING AN IMPACT

 We engaged 350 households, including around 1,000 affected community members, for design input.

 We completed the feasibility study for the wetland and developed the technology required to recycle and clean the wastewater that's ready to be tested in a 1.2-mile (2-km) canal site.

 We combined biodiversity, engineering, and actuarial (insurance) disciplines to develop the innovative nature-based solution.

Harvesting Heat to Protect Households from Extreme Frost in the Remote Peruvian Andes Mountains

More than 300,000 indigenous Peruvians living in the remote Andean mountains are affected by “Heladas,” or extreme frost, which has been exacerbated by climate change. Heladas contribute to hundreds of respiratory illnesses and related fatalities each year, especially among children and the elderly.

Bechtel.org and our partners, including the Peruvian government and the Pontifical Catholic University of Peru, developed, designed, and tested a first-of-a-kind technology system that captures, stores, and transfers thermal heat from the sun to provide a livable inside temperature in the evening when outside temperatures fall to -10 °C (14 °F). The system provides a comprehensive solution to a long-standing climate, health, and safety problem. Having been successfully tested with prototypes now under production, bechtel.org is turning its sights toward installing the system in new homes across the remote Andean region to help improve the lives of thousands of affected indigenous families.

MAKING AN IMPACT

 We designed and produced 10 thermal capture prototypes in partnership with local manufacturers.

 We achieved an inside temperature of 16-18 °C (61-64 °F) with a -10 °C (14 °F) outside temperature.

 We engaged over 80 households, including around 320 indigenous Peruvians, for design input.

Reducing Food Insecurity in Zambia

Food security is a crucial part of community resilience-building. In Zambia, years of steady price increases, weather-related disasters, and supply-chain disruptions have all influenced how the community consumes and grows food. Responding to the post-harvest loss and rising food insecurity in the wake of Russia's invasion of Ukraine, bechtel.org announced a project to boost the local production of maize, soybean, sunflower, and groundnuts, which create essential cooking oils in Zambia.

To achieve this, bechtel.org will refurbish community infrastructure and build aggregation and trading centers close to smallholder farmers to boost agricultural output and reduce post-harvest loss. The goal is to push more food inputs into rural markets, strengthen food resilience, and create a replicable, scalable solution across Zambia.

MAKING AN IMPACT

 We'll work to build five transaction centers (seasonal open marketplaces) co-located in smallholder farming communities.

 We'll help deliver an estimated 4,000 metric tons of maize, soybean, sunflower, and groundnuts in trade between farmers and local buyers.

 Our efforts will include the participation of more than 5,000 individuals, with a focus on engaging women.

Improving Critical Health Outcomes in Sub-Saharan Africa

Only one-third of health facilities in sub-Saharan Africa have access to reliable electricity. To improve this, bechtel.org formed the Health Electrification and Telecommunications Alliance (HETA) to bring reliable electricity to thousands of health facilities through photovoltaic solar connectivity. Doing so will also help address the challenge of maintaining the system's durability, which is critical for better health outcomes.

Bechtel.org has begun the site selection process and is preparing for installations across sub-Saharan Africa. We've started designing a solution to improve the longevity of the overall system, particularly the quality, operations, and maintenance that will be designed to work across multiple countries, including Kenya, Malawi, Tanzania, and Uganda.

We also co-founded a new alliance with the U.S. Agency for International Development (USAID) to deliver 10,000 healthcare facilities with solar and digital connectivity across sub-Saharan Africa in the next five years.

MAKING AN IMPACT

 Increase the number of beneficiaries and motivated health workers.

 Increase utilization of electricity-dependent medical devices, digital reporting of health data, and other uses of digital connectivity.

 Increase the number of facilities with new or improved cold chain storage for medications, vaccines, and other health products.

 Lower greenhouse gas emissions and increase access to renewable energy.

 Increase the number of facilities gaining new or improved access to the internet.



1 Members of Bechtel.org's Health Electrification and Telecommunications Alliance (HETA) initiative gather in Sub-Saharan Africa.

2,3 Bechtel.org is working to reduce food insecurity in Zambia.

We do the right thing.

As a core value at Bechtel, we are committed to creating a positive legacy through purposeful and sustainable projects.

We place immense value on the growth and development opportunities bechtel.org affords our people. This allows us to continually learn and innovate, and it helps us attract, develop, and retain talent.

A key component of bechtel.org's work is partnering with social organizations to facilitate co-learning between Bechtel colleagues and local practitioners. We recruit colleagues globally to join a bechtel.org project and reintegrate them back into Bechtel when assignments are complete, allowing them to transfer their knowledge and experience into commercial projects.

Their experience contributes to their career growth and trajectory, making our most valuable assets—our people—even stronger.

For more information and to sign up for our newsletter, visit impact.bechtel.com.

