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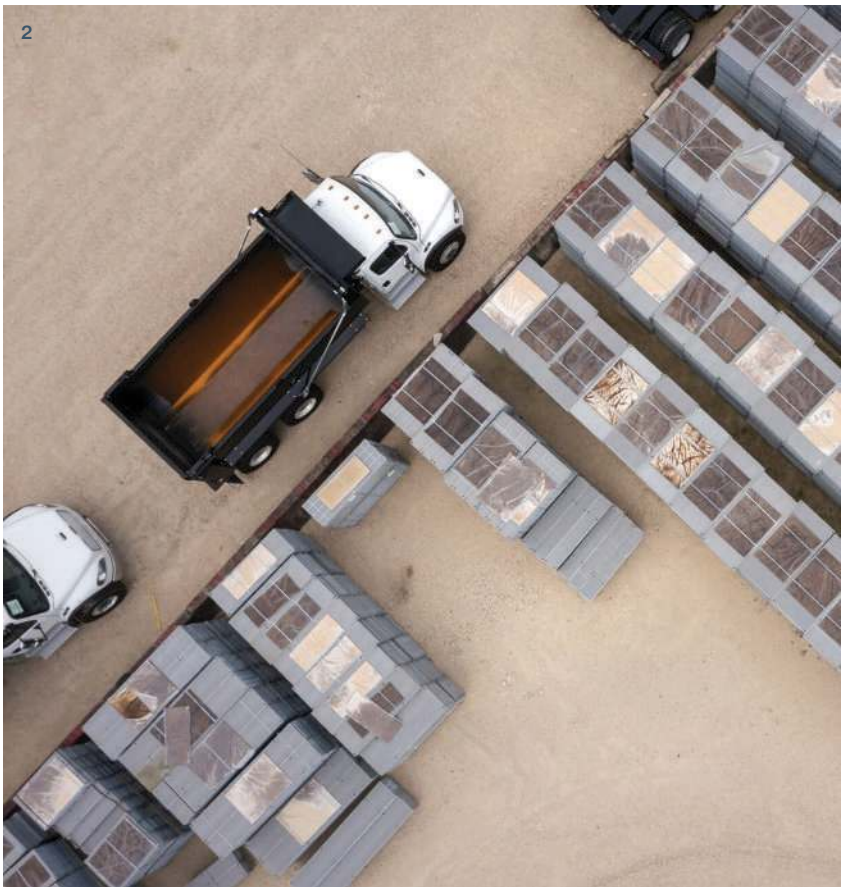
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Tomorrow is Ours to Build



A message from Brendan Bechtel & Craig Albert

Among the ideas that inspire and drive us at Bechtel, none may be more powerful than the belief that tomorrow is ours to build. The 21st century and beyond will be shaped by the world's ability to work at speed and at scale to meet fast-evolving needs for infrastructure, energy, advanced manufacturing, critical resources, environmental protection, and national security.

These challenges are more complex than ever. They demand innovative thinking, deep collaboration, and diverse skills. We must use practical and flexible approaches, deliver integrated solutions, and implement long-term, life-cycle strategies — all aligned with a shared vision and backed by exceptional execution.

With our unique expertise and experience, Bechtel is purpose-built to tackle these challenges.

A World in Transition

Global demand for engineering and construction is accelerating at an astonishing pace. It is estimated that three-quarters of the infrastructure needed for 2050 has yet to be built, paving the way for the largest construction wave in history.

Bechtel teams are meeting this moment.

In 2023, projects we partnered on drove economic growth, supported the energy transition, fortified supply chains for critical materials and technologies, enabled cleaner and more efficient transportation, protected the environment, and supported national defense missions.

In the decades ahead, efforts such as these will determine the world's ability to create a net-zero energy economy, provide quality of life and economic opportunity for billions more people, satisfy exponential growth in demand for AI and data, and expand access to clean air and water. They will build resilience against severe disruptions, from climate events and pandemics to geopolitical conflicts, and ensure global peace and stability in the face of evolving threats.

We welcome these challenges both as a responsibility and an opportunity to partner with our customers in building a more sustainable and prosperous world.

Extraordinary Teams

Our ultimate differentiator is the quality of our people — from our skilled craft professionals to our engineers and project managers. We excel at fielding A-teams whose skills and expertise are tailor-fit to each project's specific demands.

Recruiting, developing, challenging, empowering, and rewarding the best talent in the industry is our most important investment in the future. This includes relentlessly pursuing safety, building workplaces with a sense of belonging, and serving the needs and priorities of our frontline craft professionals. We believe that the companies that get these essentials right will be those that lead the industry.

Last year, we added nearly 19,000 new colleagues across the enterprise. We're focused on bringing the next generation of skilled craft professionals into the industry, partnering with local communities and building industry-leading training and apprenticeship programs.



“We welcome these challenges both as a responsibility and an opportunity to partner with our customers in building a more sustainable and prosperous world.”

Adapting, Innovating, and Defining Excellence

Throughout our history, Bechtel has continuously evolved — innovating, adapting, and setting standards of excellence to lead our industry as we apply our unique capabilities to delivering our customers' most critical and complex projects.

More than ever before, we are integrating services across our diverse business lines to provide comprehensive and innovative solutions tailored specifically to our customers' needs. Our early collaboration with customers in project development



allows us to explore all technical, commercial, and financial options to find the best solutions, reduce complexities, and streamline delivery.

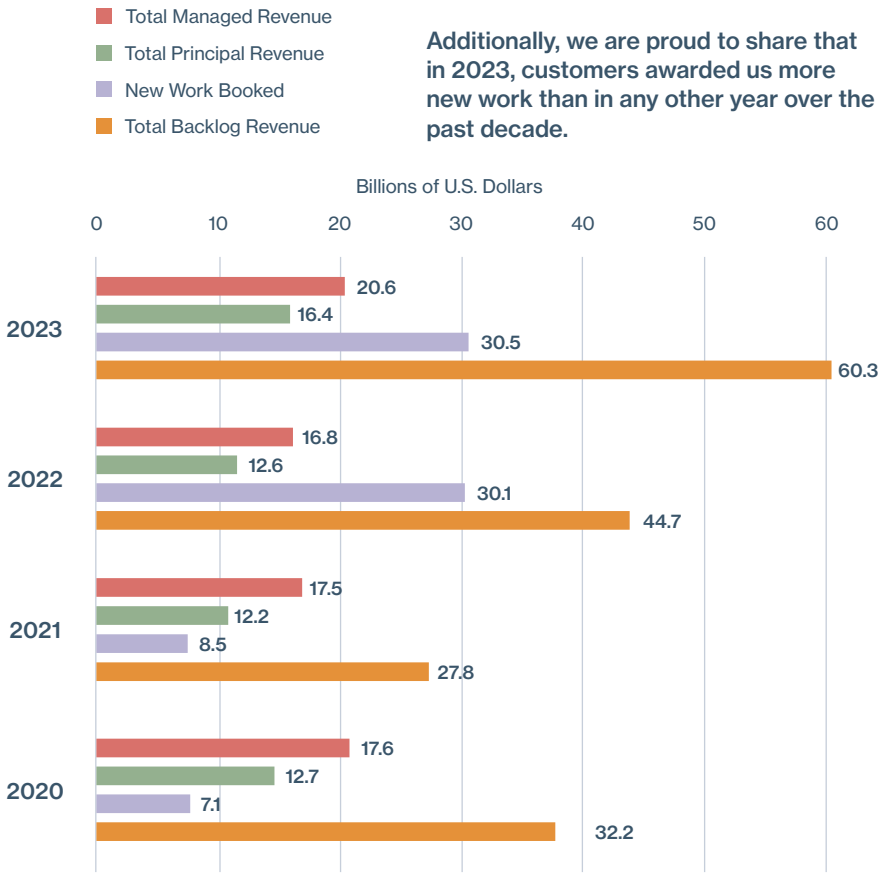
We meet customers where they are, bringing as-needed solutions that can range from select enhancements to existing operations to wholly reimagined approaches to their challenges. We can offer customers unique options to help ensure certainty of outcome by leveraging vertically integrated work streams, proprietary digital tools and data, and in-house supply chains for vital components. Increasingly, we are also capturing opportunities to reduce cycle times on repeatable work, giving us the ability to amplify incremental improvements and increase overall productivity.

Together with our proven processes and project management strategies, these capabilities create value measured not only in cost and schedule but also in projects that perform as promised or better when customers begin operations.

Our Financial Results

In 2023, we completed landmark projects and achieved major milestones across the full span of our business. We are proud to highlight many of these in this year's report.

Additionally, we are proud to share that in 2023, customers awarded us more new work than in any other year over the past decade.



Earning Trust, Building for the Long Term

Our definition of success is never just about delivering a project. It's about aligning with our customers' vision and supporting them in achieving it over the long term.

In everything we do, our approach is anchored in our belief that the most important asset we ever build is trust. Trust is earned through transparency, reliability, and unwavering dedication to meeting our commitments. This includes choosing projects selectively to ensure we avoid overextending our resources and maintain the high quality of our teams across everything we do.

In our experience, a “One Team” mindset — where collaboration and shared goals drive every aspect of our work — is the greatest predictor of success on any project. It is this mentality that fosters the deep, long-term customer relationships we value and invest in.

Tomorrow Is Ours to Build

Bechtel's values reflect our drive: "We live for a challenge." Our people thrive on purpose, impact, and the chance to make a meaningful difference. The projects we are delivering have never been more crucial, and we are confident that our teams' commitment to collaboration, innovation, and forging lasting partnerships with our customers will be the cornerstone of our continued growth and shared success.

Thank you for your interest in Bechtel. Thank you especially to our customers for the privilege of being your partner and to the tens of thousands of Bechtel colleagues whose talent and dedication make our success possible. We look forward to sharing our continued progress.

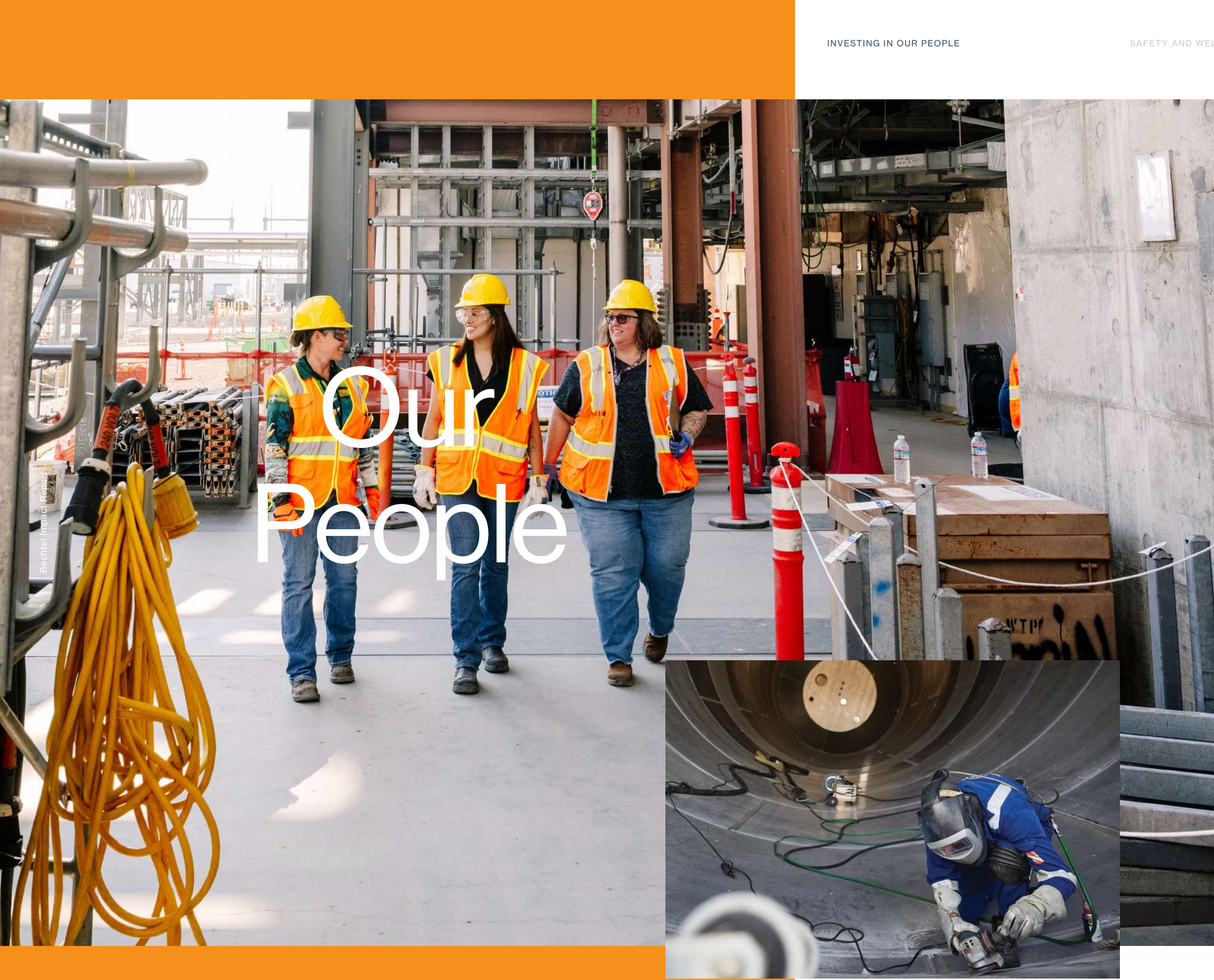
Sincerely,

BQ P. Bechtel

BRENDAN BECHTEL
Chairman and Chief Executive Officer

Craig Albert

CRAIG ALBERT
President and Chief Operating Officer

A large photograph of three Bechtel employees, two women and one man, walking on a construction site. They are all wearing yellow hard hats, orange safety vests, and blue jeans. They are smiling and looking towards the camera. The background shows industrial structures, including pipes and scaffolding. In the foreground, there are coiled yellow hoses. The text "Our People" is overlaid in large white letters.

Our People

Investing in Our People

Bechtel's success over the last 126 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 each 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 and Responsibility

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

Community and Environmental Protection

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

Quality and 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.**

Our 2023 total recordable incident rate was 0.163, 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.

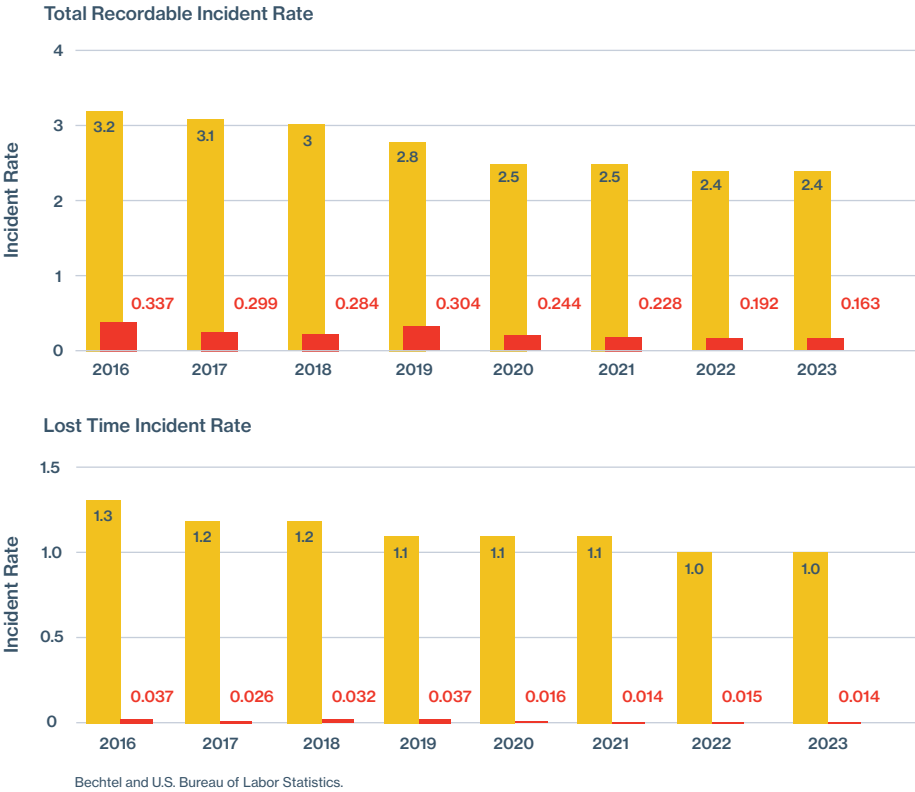
Our safety culture is built on decades of experience developing and implementing the training, equipment, processes, and procedures needed to perform our work responsibly—many of which have helped to define new industry standards. While we’re proud of our achievements, we know that our work in this area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



1 Driftwood LNG project in Louisiana, U.S.
2 Bechtel and AFSP announce new multi-year partnership to address construction suicide.

0.163

2023 Total Recordable Incident Rate U.S. Bureau of Labor Statistics Bechtel



For example, in Egypt, partnered with BP, Petrojet, and the Egyptian General Petroleum Company to establish the first advanced training center for safety in Ain Sokhna. The training center helps standardize safe working practices in the Egyptian petroleum sector through hands-on practical training and instructor-led courses. Bechtel will conduct training in accordance with the latest international safety standards 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 mental health and 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.

Confronting Suicide in the Construction Community

In 2023, Bechtel began a new multi-year partnership with the American Foundation for Suicide Prevention (AFSP) to address the high suicide rates in the U.S. construction industry, which tragically, are twice as high as the general population. As a natural extension of our historic commitment to safety, we believe in treating mental health—and suicide prevention specifically—with the same determined focus that we have successfully brought to physical health.

Through Bechtel’s \$7 million grant—the single largest donation from the Bechtel Group Foundation and the largest ever received by AFSP—we will develop and provide critical resources and programming to 500,000 U.S. construction workers over the next five years. While our initial efforts will begin in the U.S., we soon plan to expand our focus beyond the U.S. and create similar partnerships across the globe.

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. Our 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 LGBTQ+ Community)
- BSERV (Supporting our Veteran Community)
- Women@Bechtel (Supporting our Female Colleagues)
- B-InspirAsian (Supporting our Asian Community)
- Boundless@Bechtel (Supporting Disability Inclusion)

In 2023, we introduced Boundless@Bechtel, a new BRG committed to disability inclusion. This group empowers individuals with visible and invisible disabilities, their families, and caregivers. To advocate for and support our global networks, the Office of Diversity and Inclusion, in partnership with our executive leaders, hosted a two-day summit focused on fostering collaboration and sharing best practices for engagement. The actions and recommendations identified during the summit are now being implemented for the upcoming year.



Partnering with Advocates for Diversity and Inclusion

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

In 2023, Bechtel partnered with Disability:IN to create a more inclusive workplace. Together, we empower individuals with disabilities, foster diversity, drive accessibility, and create opportunities to ensure everyone can contribute with their unique talents.

In partnership with Catalyst, Bechtel launched the Men Advocating for Real Change (MARC) Dialogue Teams program in 2020. With more than 1,300 colleagues participating in the program worldwide since 2020, this program helps to support and promote an inclusive workplace.

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 2023, Bechtel was named “Company of the Year” by the Association for Black and Minority Ethnic Engineers U.K. (AFBE-U.K.) for our efforts to help increase the participation and support of individuals from these underrepresented groups in the engineering and construction industry.

Bechtel in Chile

The team recently renewed its commitment to gender equality through the recertification of the “Sello Igualda Conciliación” (NCh3262), a national certification for workplaces that advocate for gender equity, support inclusion, identify gender pay gaps, prevent workplace harassment, and promote work-life balance. Bechtel Chile

Our partners:



Construcción was also recognized as the Best Company to Work for in Chile in 2023.

A Photography Exhibition to Celebrate Female Role Models in the Construction Industry

We were delighted to co-sponsor SHE BUILDS U.K. — an initiative using portrait photography to celebrate female role models in construction. It featured a pop-up exhibition in London, a larger online exhibition, and an appeal for women from across the industry to inspire others. This was the brainchild of Neil Perry, who decided to act after his seven-year-old daughter commented that “only men are builders.”





“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).

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, resulting in more than 20% of new hires coming from diverse populations.

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 develop-

ment opportunities bechtel.org affords our people.

Bechtel colleagues worldwide can join a bechtel.org project and use their skills to pursue innovative ideas and solutions in mission-aligned areas like electrification and digital connectivity, food security, land regeneration, and climate-resilient housing, all to support community wellbeing. The experience allows colleagues to transfer their knowledge and experience into commercial projects when their work with bechtel.org is finished, thereby supporting career growth and strengthening our most valuable assets—our people.

Growing Diverse Teams

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.

Our Communities

Bechtel Impact Report

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, work 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 by purchasing 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.

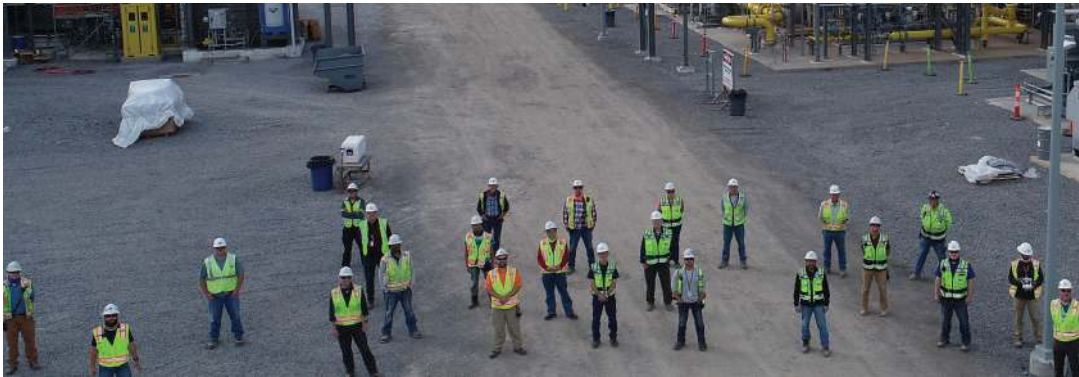
Testimonial

"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 volunteers at the National Society for Black Engineers' Summer Engineering Experience for Kids (SEEK) Program.

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.

Our Efforts

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.

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.

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, 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.

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 our work in 2023, Bechtel recently received the Dwight D. Eisenhower Award for Excellence in Construction from the U.S. Small Business Administration. The award, which recognizes prime contractors who have demonstrated excellence in their utilization of small businesses as suppliers and contractors, reflects Bechtel’s excellence, innovation, and commitment to investing in small businesses in ways that benefit local communities and the broader economy.

For example, on the Sepulveda Transit Corridor project in Los Angeles, Bechtel

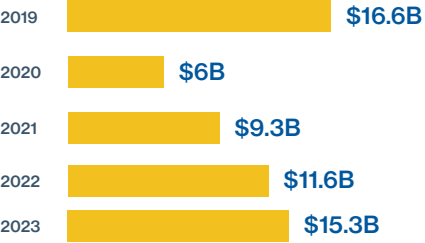


- 1 South Field Energy project in Ohio, U.S.
- 2 Bechtel Equipment Operations in Texas, U.S.
- 3 Students from the Houston Preparatory Academy attended Bechtel’s Women’s Leadership Conference in Texas, U.S.

*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 32% in 2023 compared with 2022. In 2023, we spent \$15.3 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, which was endorsed by Reconciliation Australia, the leading body for reconciliation in the country. Now in its second iteration, the plan is founded on the core pillars of relationships, respect, and opportunity and serves as Bechtel’s formal commitment to expand access for First Nations people across our projects and operations.

This second RAP underscores our ongoing commitment to reconciliation and building meaningful partnerships with First Nations communities in Australia—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 the diverse communities where we live and work, and we’re always looking for more 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.

Society of Women Engineers’ SWENext Program

With the opening of the first SWENext Chapter with Houston’s Young Women’s College Preparatory Academy, Bechtel colleagues engaged in mentoring and inspiring activities with female students grades 9 through 12 supporting their educational goals.

National Society of Black Engineers (NSBE)

Bechtel supported NSBE’s 2023 Summer Engineering Experience for Kids, benefiting more than 1,600+ students in the U.S. Our

colleagues volunteered during virtual and in-person sessions held in Houston and Washington D.C. for the NSBE Jr. Night.

Society of Hispanic Engineers

Colleagues from the U.S. and Latin America volunteered to support SHPE's Virtual STEM Labs, sharing their expertise and insights with young Latinx students and reaching out to more than 700+ students.

National Action Council for Minorities in Engineering (NACME) Externship Program

In Reston, Bechtel hosted first-year college students from Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions for a two-day session designed to provide first-hand knowledge of potential career paths, company culture, and industry expectations.

Institution of Engineering and Technology

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 transition 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 throughout their hiring process, 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 Serbia

In 2023, the Morava Corridor Bechtel-ENKA project team in Serbia uncovered what turned out to be a 3,000-year-old bronze ceremonial sword in a riverbed. Bechtel has since donated the funds to display the sword at the National Museum in Kruševac.

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 the U.K.

On the Pile Fuel Cladding Silo (PFCS) project in north England, Bechtel volunteers helped two local schools to help repair and reinvigorate their outdoor play areas. The team, together with our Joint Venture Partner, Cavendish Nuclear, spent the day painting, building, and gardening to improve the areas for the children to use.

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



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.



High School and San Luis Gonzaga COPRODELI Educational Institution in Lima.

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). Within hours of the initial attack, WCK began serving hot meals along the Poland-Ukraine border and has served more than 220 million meals. Bechtel Group Foundation matched the donations made by our team members, resulting in a total contribution of more than \$200,000.



Stepping up for Students

Bechtel colleagues step up worldwide to provide positive experiences in STEM subjects: science, technology, engineering, and math. In 2023, our financial and volunteer support helped one of our nonprofit partners, FIRST®, deliver robotics programs to 669,000 4- to 18-year-olds in 106 countries.

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 became a founding member of the National Action Council for Minorities in Engineering (NACME), and has served on NACME's Board of Directors since its inception. Recently, we contributed \$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, ethical, and innovative supply chain, led by skilled experts anchored in best-in-class processes and tools, that we can 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 ethical resourcing and 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 everyone we work with around the globe.



1 Bechtel Equipment Operations in Texas, U.S.
2 Engineers at the Los Pelambres project in Salamanca, Chile.



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.

Ranger Mine Rehabilitation Project

Australia
Environmental Cleanup

Bechtel is supporting Rio Tinto as it delivers the Ranger Rehabilitation Project on behalf of Energy Resources of Australia. An environmentally sensitive site located adjacent to a World Heritage-listed national park, the project focuses on the environmental rehabilitation and closure of the mine aligned with the mine closure plan.

Above Ranger Mine Rehabilitation Project in Australia.

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 helped extend the life and increase the output of Teck’s Quebrada Blanca copper mine, tapping one of the world’s largest undeveloped copper resources. The expansion project included a 143,000 tonnes-per-day copper concentrator, a high-capacity desalination plant, and a 103-mile (165-km) water supply pipeline. The project was inaugurated in October 2023, and QB2 is expected to generate 316,000 tonnes of copper-equivalent production per year for the first five full years of mine life.

INCO
Bechtel helped Antofagasta Minerals (AMSA) sustain the production level at its Los Pelambres mine. Together, we reduced environmental impact, established long-term relationships with neighboring communities, promoted local socioeconomic development, and strengthened the local labor force. We also focused on water efficiency by reducing continental water consumption and increasing seawater usage.

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.

Matagorda eFuels Facility

Texas, U.S.
Energy Security & Transition

Bechtel conducted 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 TROJENA

Saudi Arabia
Infrastructure

As a next-generation cognitive city powered 100% by renewable energy, NEOM aims to be 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, including its iconic, year-round, built-from-scratch mountain destination and residential community, TROJENA. The NEOM project will help transform Saudi Arabia by expanding its local economy, boosting tourism, and providing employment opportunities.

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.

Cutlass Solar 1 & 2

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 1 and 2, which will provide clean energy for around 60,000 homes across Texas.



Above Cutlass Solar in Texas, U.S.



A Better World has to be
Powered

Corpus Christi Liquefaction

Texas, U.S.
Energy Security & Transition

In Texas, we are strengthening Cheniere's 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.

Sabine Pass Liquefaction

Louisiana, U.S.
Energy Security & Transition

For almost 20 years, Bechtel and Cheniere have worked together to expand access to LNG. In Louisiana, Bechtel designed, built, and expanded Cheniere's 1,000+ acre facility, which consists of 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 April 2023, Bechtel signed the Sabine Pass Liquefaction FEED contract with Cheniere Energy to expand their existing facility in Cameron Parish, Louisiana.

Plant Vogtle Units 3 & 4

Georgia, U.S.
Nuclear Power

In 2017, Bechtel was brought in by Georgia Power and Southern Nuclear to help bring Vogtle Units 3 and 4 online. With both new units now in commercial operation, Plant Vogtle is the largest generator of clean energy in the U.S. Each of the units are capable of generating enough electricity to power an estimated 500,000 homes and businesses. Bechtel has completed more than 76,000 megawatts of new nuclear generation capacity and has designed, built, or performed engineering and/or construction services on more than 80% of nuclear plants in the United States. Today, we lead efforts in designing and constructing advanced nuclear plants critical to global efforts to achieve net-zero carbon emissions.

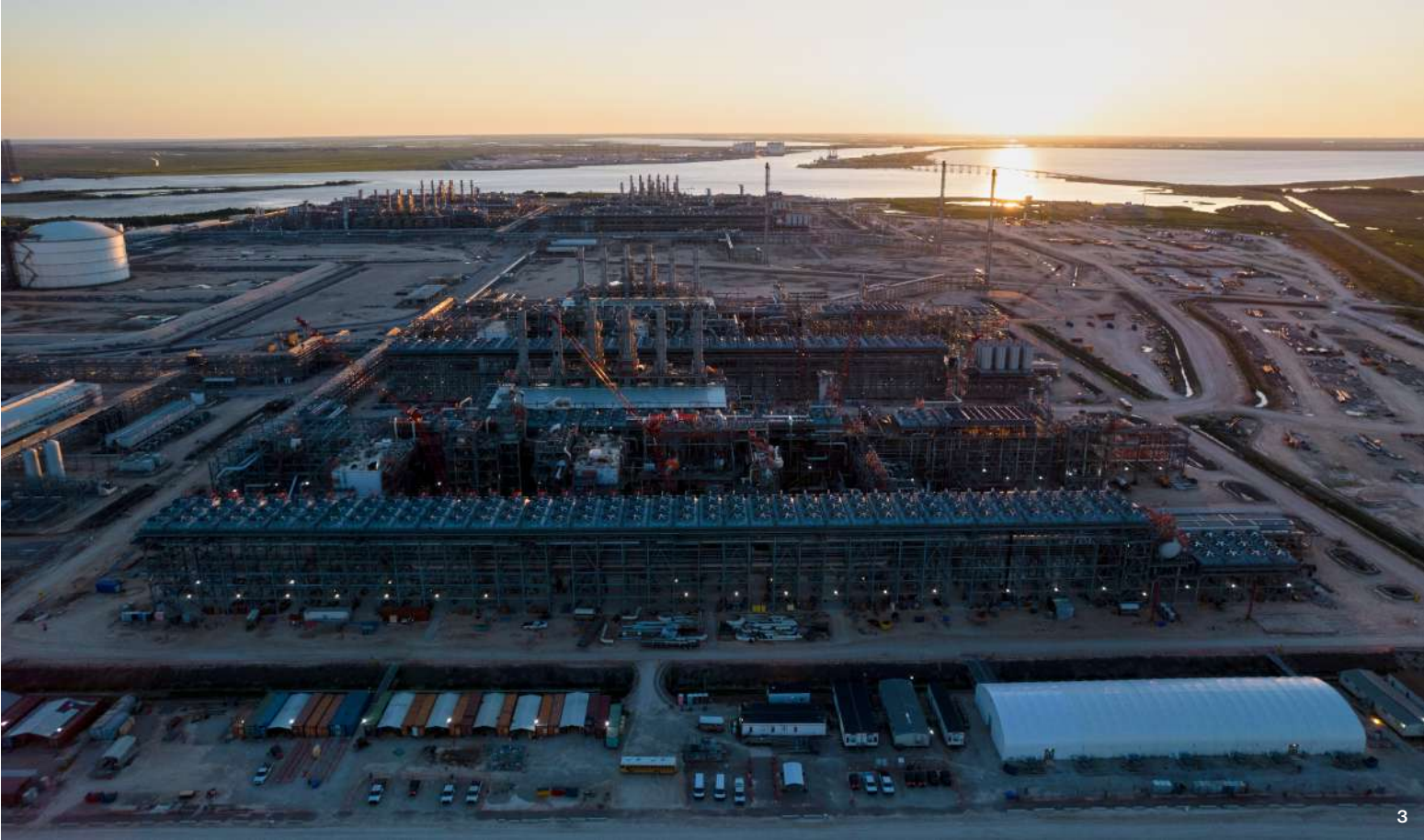
Natrium Wyoming, U.S.

Nuclear Power

Bechtel is TerraPower's engineering, procurement, and construction partner on the first-of-a-kind Natrium Demonstration Project in Kemmerer, Wyoming. The project is a part of the U.S. Department of Energy's Advanced Reactor Demonstration Program. Set against the backdrop of a retiring coal plant, this advanced energy demonstration project seeks to validate the design, construction, and operational features of the Natrium system. As the nexus of TerraPower and GE Hitachi technology, the Natrium Demonstration Plant's design represents a leap forward in clean, sustainable power generation. The project will bring a commercial operating, advanced nuclear reactor online that will deliver carbon-free, reliable power to the electrical grid and provide jobs in Wyoming for decades to come.

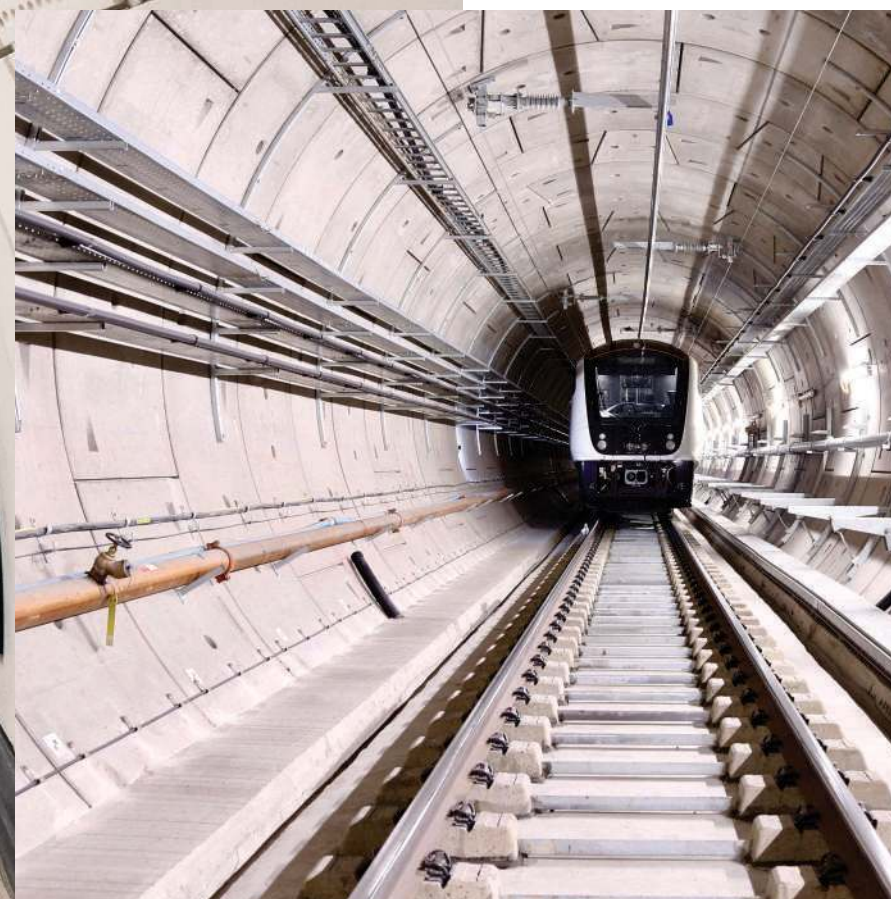


1 Corpus Christi LNG facility in Texas, U.S.
2 Plant Vogtle in Georgia, U.S.
3 Sabine Pass in Louisiana, U.S.



A Better World 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 transportation in the region. Riyadh's population of nearly 6 million is forecasted 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 International Airport. The airport, which is being designed with a focus on sustainability with the goal of minimal environmental impacts, will help boost economic development across Western Sydney.

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. The first section of the motorway opened in 2023.



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.

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.



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



A Better World has to be
Resourced

Shell Polymers Monaca

Pennsylvania, U.S.
Advanced Manufacturing

In 2022, our team 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.

Alba New Replacement Line

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 New Replacement Line (formerly known as Line 7).



1

Mitra Chem Cathode Manufacturing Plant

United States
Advanced Manufacturing

Bechtel will design Mitra Chem's commercial cathode manufacturing plant, which will produce lithium iron phosphate cathodes on a commercial scale. 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.

Mansourah-Massarrah Gold Project

Saudi Arabia
Critical Minerals

We recently completed work on the Mansourah-Massarrah Gold Project, a critical component of Saudi Arabia's strategy to create a more diverse and sustainable economy.



2

3

- 1 Alba aluminum smelter in Bahrain.
- 2 Shell Polymers Monaca plant in Pennsylvania, U.S.
- 3 Mansourah-Massarrah 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 defense-related transuranic 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 of the United States' declared chemical weapons stockpile—some of which was 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 stored at the Blue Grass Army Depot was safely destroyed in July 2023. Now, secondary waste is being destroyed through Blue Grass Chemical Agent-Destruction Pilot Plant's ongoing Static Detonation Chamber operations, while the decontamination, decommissioning, and demolition work of the main plant is underway.



1



2



3

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.

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, operate, and close a first-of-its-kind plant at the U.S. Army Pueblo Chemical Depot in Colorado that would successfully and safely destroy 2,600 tons of mustard agent-filled projectiles and mortar rounds (over 700,000 munitions total). The final munition was destroyed on June 22, 2023, months ahead of schedule. Decontamination and demolition work has now been initiated at our main plant facility.

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 and Immobilization 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 byproduct waste that dates back to World War II 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 Washington State. In 2023, we achieved historic milestones—heating the first melter to our target 2,100 degrees Fahrenheit and completing the first set of test glass pours into stainless-steel storage containers, bringing the plant one step closer to transforming nuclear waste into a glass form of safe storage.

Lawrence Livermore U.S. National Laboratory

California, U.S.
Defense & Space

Lawrence Livermore U.S. National Laboratory's (LLNL) mission is to enable U.S. security and global stability and resilience by empowering multidisciplinary teams to pursue bold and innovative science and technology. The team helps provide project support and capital project execution and helps to create an environment in which research and national security science can thrive. Working with the University of California, a Bechtel-led team recently achieved historic breakthroughs at LLNL. The innovations will help further the United States' security and technological capabilities.

Fusion Breakthrough

LLNL achieved fusion ignition, providing unprecedented capability to support national security and laying the first steps in a fusion energy future. This was enabled by 60 years of innovative research and development in lasers, computer modeling and simulation, experimental design and much more.

NNSA's First Exascale Supercomputer

LLNL began installing components in May 2023 for the National Nuclear Security Administration's (NNSA) first exascale supercomputer, El Capitan. An exascale supercomputer can calculate at least one quintillion (1,000,000,000,000,000,000+) Double Precision (64-bit) operations per second (one exaflop). When it is deployed in 2024, El Capitan is projected to be the world's most powerful supercomputer capable of performing more than two exaflops per second. Funded by NNSA, El Capitan will ensure the safety, security, and reliability of the nation's nuclear stockpile in the absence of underground testing.

Our Projects Around the World

Defense & Space

Building a better world for more than 125 years, and we're just getting started.

~5,000 tons of chemical weapons destroyed

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

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

Blue Grass & Pueblo Chemical Agent-Destruction Plants

Colorado and Kentucky, U.S.

A Bechtel-led team safely destroyed the United States' declared 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 deadline.

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

- Infrastructure
- Nuclear Power
- Energy Security & Transition

Mobile Launcher 2

Florida, U.S.

Bechtel is proud to partner with NASA in their pursuit to safely send astronauts to the Moon and Mars in the Artemis IV mission and beyond. Bechtel is designing, building, testing, and commissioning the Mobile Launcher 2 – a new ground system that will be used to support the Space Launch System (SLS) launch operations. In 2023, the Bechtel team started construction of the mobile launcher on schedule at Kennedy Space Center and is continuing to assemble the 390-foot-tall mobile launcher.

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, improve worker safety, and lower operating and maintenance costs.



Sentinel (Ground-Based Strategic Deterrent, GBSD)

United States

Bechtel is working closely with its customer, Northrop Grumman, to help design and construct the launch infrastructure component of Sentinel, the U.S. Air Force's next-generation ground-based strategic deterrent system. This system will replace the existing Minuteman III system as the land-based leg of the U.S. strategic deterrent. Currently in the Engineering & Manufacturing Development (EMD) phase of its contract, Bechtel is focused on re-imagining, designing, and delivering constructable solutions for launch infrastructure that will support the flight test program and production integration across three Air Force bases in the western United States.

Bechtel Plant Machinery, Inc. (BPMI)

United States

Bechtel Plant Machinery, Inc. (BPMI) is a project engineering organization and a Prime Contractor for the Naval Nuclear Propulsion Program (NNPP). BPMI provides design, manufacturing, and supply chain management of nuclear power plant components installed in submarines and aircraft carriers for the U.S. Navy, enabling them to fulfill their critical mission. For nearly 70 years, BPMI has been at the forefront of technological and operational innovation for the Navy and the NNPP.

Lawrence Livermore U.S. National Laboratory

California, U.S.

Since 2007, Bechtel has managed and operated the Lawrence Livermore National Laboratory (LLNL) for the National Nuclear Security Administration (NNSA), whose work strengthens global security and promotes breakthrough science. The team supports the laboratory's mission to develop technology in support of national security and defense, maintain the nuclear stockpile, and research emerging energy technologies. In 2023, LLNL scientists achieved a breakthrough in fusion research and started installing components for NNSA's first exascale supercomputer, El Capitan.

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

Environmental Cleanup

Building a better world for more than 125 years, and we're just getting started.

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

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

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

Hamburgo Tailings Removal Project

Hamburgo, Chile

Bechtel completed 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, Europe's largest nuclear site and widely considered one of the four most hazardous buildings in Western Europe, 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 supporting Rio Tinto as it delivers the Ranger Rehabilitation Project on behalf of Energy Resources of Australia. An environmentally sensitive site located adjacent to a World Heritage-listed national park, the project focuses on the environmental rehabilitation and closure of the mine aligned with the mine closure plan.

Waste Isolation Pilot Plant (WIPP)

New Mexico, U.S.

A Bechtel company, Salado Isolation Mining Contractors (SIMCO), manages and operates the Waste Isolation Pilot Plant (WIPP) for the U.S. Department of Energy. Located in a salt formation more than 2,100 feet underground, WIPP is the world's only operating, deep, geologic repository for defense-related transuranic 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.

Y-12 National Security Complex

Tennessee, U.S.

A Bechtel-led subsidiary, Consolidated Nuclear Security (CNS), runs the maintenance and operations at the Y-12 National Security Complex in Tennessee. The project supports the Department of Energy and National Nuclear Security Administration in their mission to maintain the safety, security, and effectiveness of the U.S. nuclear weapons stockpile.

In 2023, Y-12 opened a new fire station that supports Y-12's critical mission to upkeep the U.S. nuclear deterrent through advanced handling of uranium, including enrichment, processing, testing, training, and security. CNS also broke ground on the Lithium Processing Facility (LPF), a new 245,000-square-foot facility that will feature updated technology, increase processing capacity, and make the work environment safer for employees. As the only facility with lithium processing and production capabilities, Y-12 supplies lithium materials to support U.S. defense missions as the NNSA's Lithium Center of Excellence.



1 Hanford Waste Treatment Plant in Washington, U.S.

2 Minera Los Pelambres mine desalination facility in Chile.

Yanacocha WTP

Peru

Located in Cajamarca, Peru, the Yanacocha Water Treatment Plant project includes two of the largest acid water treatment plants in the region. Bechtel is supporting our customer Newmont to develop critical facilities to treat and recover water at South America's largest gold mine, while also helping to protect the environment and foster economic growth and employment for local communities.



Critical Minerals

Building a better world for more than 125 years, 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.

Bechtel helped Lithium Americas Corp. advance the early works and engineering design on its nearly \$3B lithium mine and processing facility at Thacker Pass in northern Nevada. Pending final approval of a loan from the U.S. Department of Energy, the project aims to responsibly access the critical resources needed to strengthen the country's electric vehicle battery supply chain and secure the nation's energy future.

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.

Mansourah-Massarah Gold Project

Central Arabian Gold Region, Saudi Arabia

Bechtel recently completed the Mansourah-Massarah Gold Project (MMGP), contributing to Saudi Arabia's Vision 2030 strategy to create a more diverse and sustainable economy.

Quebrada Blanca Phase 2

Tarapacá Region, Chile

Bechtel helped extend the life and increase the output of Teck's Quebrada Blanca copper mine, which taps one of the world's largest undeveloped copper resources and helps close the gap between global supply and rising demand for copper. The project was inaugurated in October 2023. 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 supported Antofagasta Minerals (AMSA) to sustain the Los Pelambres mine's production level while reducing environmental impact via the INCO project. The project included the installation of a new mill and flotation line, a reverse osmosis desalination plant – filtering 106 gallons (400 liters) of water per second – and a 61-kilometer water conveyance system to serve the industrial area.

Parker Point Port

Karratha, Australia

The Parker Point Stockyard Sustaining (PPSS) Project will replace critical machinery to sustain the capacity and efficiency of this iron ore port for our customer Rio Tinto in Western Australia.

Jansen Stage 1

Canada

Bechtel has been supporting Bantrel with the execution of the Jansen Stage 1 Potash project in Saskatchewan, Canada. This is a Bantrel JV with Hatch working in an Integrated Project Team (IPT) with BHP. Engineering is complete and the project has entered the module fabrication and mechanical/piping installation phase. First product milestone is targeted for Q2 2026.



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

Infrastructure

Building a better world for more than 125 years, and we're just getting started.

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

6,200 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 making great progress on a high-capacity automated rail line in Los Angeles through one of the most congested corridors in the U.S. We've recently completed all PDA Phase 3 deliverables, bringing us another step closer to a transformative transit solution for Angelenos. Our team is responsible for two options under consideration to link the San Fernando Valley to the Westside (and eventually to Los Angeles International Airport), which would reduce the relentless traffic congestion on the 405 Freeway.

NEOM TROJENA

Tabuk Province, Saudi Arabia

Bechtel is providing project management support for various parts of NEOM, including its year-round mountain destination, TROJENA. The NEOM project will help transform Saudi Arabia by expanding its local economy, boosting tourism, and providing employment opportunities. Trojena, a built-from-scratch alpine resort and residential community, is a centerpiece of NEOM.

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 International 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. The first section of the motorway opened in 2023.

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 eventually 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.

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 for more than 125 years, and we're just getting started.

80%+ of U.S. nuclear plants designed, built, or serviced

150 nuclear plants designed and constructed worldwide

76,000 megawatts of nuclear generation capacity delivered

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

Tasked with delivering the next generation of nuclear power in the U.S., Bechtel was hired by Georgia Power and Southern Nuclear in 2017 to complete the construction of two new AP1000 nuclear reactors, Units 3 and 4, at Plant Vogtle in Waynesboro, Georgia. These are the first new nuclear reactors to be built in the United States in more than 30 years.

Bechtel has completed construction on both units, and Units 3 & 4 have entered into commercial operations, which means all the testing has been completed and

the units are available for reliable dispatch. With this milestone, Plant Vogtle is the largest generator of clean energy in the U.S. with each of the new units capable of generating enough electricity to power an estimated 500,000 homes and businesses.

Natrium Wyoming, U.S.

Bechtel is TerraPower's engineering, procurement, and construction partner on this first-of-a-kind project in Kemmerer, Wyoming. The project is part of the U.S. Department of Energy's Advanced Reactor Demonstration Program.

As the nexus of TerraPower and GE Hitachi technology, the Natrium Demonstration Plant's design represents a leap forward in clean, sustainable power generation. The project will bring a commercial, advanced nuclear reactor online that will deliver carbon-free, reliable power to the electrical grid and provide jobs in Wyoming for decades to come. Bechtel adds current and unmatched experience managing and executing large nuclear projects to the team.

Polish Civil Nuclear Power Program Poland

Bechtel has been selected to partner on the design and construction of Poland's first nuclear power plant at the Lubiatowo-Kopalino site in Pomerania. In partnership with Westinghouse Electric Company and Polish investor Polskie Elektrorownie Jądrowe, the consortium will deliver three AP1000® reactors for its inaugural nuclear energy program.



Advanced Manufacturing

Building a better world for more than 125 years, 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. 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 New Replacement Line Manama, Bahrain

Bechtel completed the feasibility study for Alba's New Replacement Line (formerly known as Line 7), exploring the sustainable expansion of one of the world's largest aluminum smelters. The New Replacement Line is estimated to have a production capacity of approximately 381,000 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 for more than 125 years, 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

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.

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.

Salina Cruz Refinery

Oaxaca, Mexico

Pemex chose Bechtel Energy Technologies & Solutions' (BETS) 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. In 2023, BETS completed the 90% model review with Pemex and its detail engineering contractor.

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. All 51 modules are expected to be shipped to Australia in 2024, marking a significant change to the skyline at the jobsite as works come out of the ground. The Scarborough Energy Project is targeting first cargo in 2026.

Port Arthur LNG Phase 1

Texas, U.S.

Since the Port Arthur Phase 1 project received Final Notice to Proceed in March 2023, the team has achieved a phenomenal amount of infrastructure and energy-related work including the cut-and-fill of more than 4 million cubic yards of material, the installation of over 10,000 piles and 18,000 cubic yards of concrete, and initial installation of the structural steel and pipe for train 1. The project's success is deeply connected to the local community, with a 2023 reported local hire rate of 51.16% and strong partnerships with local vendors.

Driftwood LNG

Louisiana, U.S.

Tellurian gave Bechtel a second Limited Notice to Proceed for the Driftwood LNG export facility. 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

Texas, U.S.

Bechtel and NextDecade officially broke ground on the Rio Grande LNG Phase 1 project, Texas's largest privately funded LNG project that 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. At full scale, this project will deliver enough energy to heat and cool the equivalent of nearly 34 million U.S. households annually. To date, an estimated 60 tons of steel have been installed, and upon completion, Train 1 will encompass over 16,000 tonnes of structural steel.

HIF Global Matagorda eFuels Facility

Texas, U.S.

HIF Matagorda awarded Bechtel the front-end engineering design for its eFuels facility, which will produce gasoline-methanol that can be used in vehicles without any modification to existing engines or infrastructure. The fuel 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 1 and 2, providing clean energy for thousands of homes. Cutlass Solar 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. Cutlass Solar 2 will add another 218 megawatts of solar power through the installation of approximately 500,000 solar panels.



Port Arthur LNG in Texas, U.S.

Corpus Christi and Sabine Pass Liquefaction Facilities

Texas and Louisiana, U.S.

The Stage 3 expansion project at Cheniere's Corpus Christi Liquefaction export plant in Texas was 51.4 percent construction complete in December 2023, and in 2022 Bechtel completed the sixth production train at the Sabine Pass Liquefaction 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.

Posey and Oriana Solar

Texas, U.S.

Bechtel has received Final Notice to Proceed to begin mobilizing our team and commencing construction of both Posey Solar and Oriana Solar facilities in the U.S. The milestones demonstrate positive momentum in our solar power work and will support America's drive for more low-carbon energy production.

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. The feasibility study has since been completed and presented to ELNG for further approval.



bechtel.org

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

Our Sustainability Efforts

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

We strive to use sustainable and efficient technologies, respect local cultures and values, and develop the local workforce by providing the skills and training required to sustain progress. Together, we're working to leave communities better than we found them, and create 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, our offices and engineering, procurement, and construction projects are developing and implementing a formal, 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. At the same time, we are also taking action to reduce our own carbon emissions.

CleanBuild™ 2.0

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 solutions for carbon reduction requirements, helping us advance clean energy together.

Supply Chain

Bechtel is addressing emissions in our supply chain by providing Net Zero training to our Global Supply Chain team, engaging with subcontractors and suppliers to improve data transparency, and evaluating alternative concrete materials and mixes for a variety of applications.

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 next-generation hybrid and electrified equipment.

bechtel.org

Helping Communities Through 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.

Supporting Communities Around the World

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 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 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. In 2023 we deployed a global team of project managers and engineers to join our partners, Empowering Farmers Foundation, Africa-Global Schaffer, and USAID’s Africa Trade and Investment initiative, to help deliver the project.

To achieve this, bechtel.org will refurbish community infrastructure and build aggregation and trading centers close to small-holder 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 helped deliver over 4,500 metric tons of maize, soybean, sunflower, and groundnuts in trade between farmers and local buyers.
-  Our efforts included the participation of more than 7,500 farmers and family members across six communities, with a focus on engaging women.
-  Our efforts also facilitated \$1.6M in transactions and engaged more than 60 local small businesses.

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 the Democratic Republic of Congo, Eswatini, Guinea, Mozambique, Nigeria, Sierra Leone, and Tanzania.

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

-  Through the alliance, targeted 1.8 million beneficiaries and motivated health workers in 2023.
-  Helped bring clean, reliable solar photovoltaic systems to more than 300 health facilities in Tanzania, Eswatini, and Nigeria.
-  Evaluated more than 100 local design solutions to electrify health facilities.
-  Prepared Quality, Safety and Maintenance procedures that were adopted by HETA.
-  Exploration of innovative concepts in partnership with local communities, business, and entrepreneurs that solve longer term sustainability challenges.



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.



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