BLACK & VEATCH

2022 Sustainability Report

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Invisible. **Invaluable.**

Now more than ever, the oft-overlooked critical infrastructure services that enable people around the world to live, grow and succeed are being tested in new ways.

As a global infrastructure provider with more than 9,000 employee-owners, we are reshaping how we engage and partner with our clients and our communities in response to megatrends such as climate change, decarbonization, electrification and a focus on the principles embodied in the United Nations Sustainable Development Goals.

Key to any successful effort is the ability to measure, refine and improve with the aim of achieving a net positive impact on our global community

This sustainability report provides an update on the progress we've made over the past 12 months as we undertook several initiatives to transform our company and accelerate our evolution as leaders in sustainable infrastructure development.

Critically, we have worked to embrace the concept of "Accelerate Zero," our sustainable management strategy, by elevating the pursuit of sustainability across critical elements of our operations. The focus has been on increasing the number of professionals involved in executing our Vision and leveraging new technologies to enhance safety and reduce our carbon footprint. We are expanding our awareness and understanding of our own carbon and water footprints so that we can reduce our impact on the environment.

While no singular report can capture the full scope of this effort or the commitment and dedication of our professionals, we are pleased to present this sustainability report, which includes perspectives from numerous employee-owners, business leaders and change agents who will carry this effort forward in the years ahead. We hope our clients, community partners and many other stakeholders not only share our progress but will also work with us to identify new opportunities to Build a World of Difference Through Innovation in Sustainable Infrastructure.

Steve Edwards, Chairman and CEO

Mario Azar, Incoming Chairman and CEO

About This Sustainability Report

In 2019, Black & Veatch took its first steps to integrate a new business strategy, culture and daily operations into a reinvigorated approach to sustainability.

In September 2020, the company's executive committee endorsed the sustainability steering committee's 2023 commitment recommendations and the publication of Black & Veatch's 2020-2023 Sustainability Strategy. The strategy aims to "Accelerate Zero" across many environmental, social and governance priorities through tangible progress on a journey to a cleaner, more equitable and prosperous world.

This second Black & Veatch report details our progress in 2021, including alignment to the Ten Principles of the United Nations (UN) Global Compact, and the UN CEO Water Mandate and UN Caring for Climate pledges; it fulfills our commitment to submit a Communication on Progress, including climate and water.

This report was compiled in accordance with GRI (Global Reporting Initiative) Standards: Core option.

All details in the report pertain to the fiscal year ending 31 December 2021, and financial figures are in U.S. dollars, unless otherwise specified.

Q&A with Cindy Wallis-Lage

As we reflected on Year 2 of the 2020-2023 Sustainability Strategy, we interviewed Black & Veatch's newly appointed executive director of sustainability and resilience, Cindy Wallis-Lage, to discuss how the company is living it's Mission of Building a World of Difference Through Innovation in Sustainable Infrastructure. Cindy is a member of the executive leadership team and the board of directors.

Looking back on this past year, what do you think was Black & Veatch's biggest success?

There are a multitude of noteworthy events and projects that took place during 2021, but I would say the biggest success was our business transformation. This transformation completely changed our operating model to help us address megatrends in the world such as climate change, resource constraints and shifting population demographics/locations through a focus on key issues of energy transition, water security, environmental protection, advanced transportation and reimagining nutrition. Our transformed organization enables Black & Veatch to better serve our clients and society.

How is Black & Veatch working to create a culture of sustainability?

When it comes to embedding sustainability throughout a company, it's crucial to take time to reflect on the culture and how sustainability is viewed. At Black & Veatch, we strive for sustainability to resonate through every employee via individual accountability and alignment with the company's overarching goals. We seek to eliminate the "bystander effect," which is what happens when everyone thinks someone else is working to solve the issue, so nobody actually solves it. We encourage a culture in which we seek to achieve a net benefit impact for our company, our clients and our professionals in their personal lives.

Additionally, Black & Veatch embraces innovation to deliver sustainable infrastructure. Our IgniteX program is instrumental in developing innovative solutions through the support we provide to startup companies through funding, mentorship and partnering. The selected companies align to develop solutions for critical human infrastructure. Thus far, the Ignite programs have invested $1 million in innovation.

How will Black & Veatch continue to serve its clients?

Our recent business transformation provides the opportunity for Black & Veatch to expand our service to every client to solve their infrastructure challenges. Our broad expertise provides the ability to advise on current and future challenges — from climate change to cybersecurity — as well as bring innovative solutions and delivery methods to solve those challenges. We have firsthand knowledge of how important resiliency is to our clients, and we will continue to tackle these issues by creating innovative, future-proof solutions.

About Black & Veatch

8,985 professionals *(as of 31 December 2021)*

Operates out of 84 offices with professionals in the United States, Canada, Chile, Asia-Pacific, Europe, the Middle East and Africa.

Headquarters in Overland Park, Kansas, USA

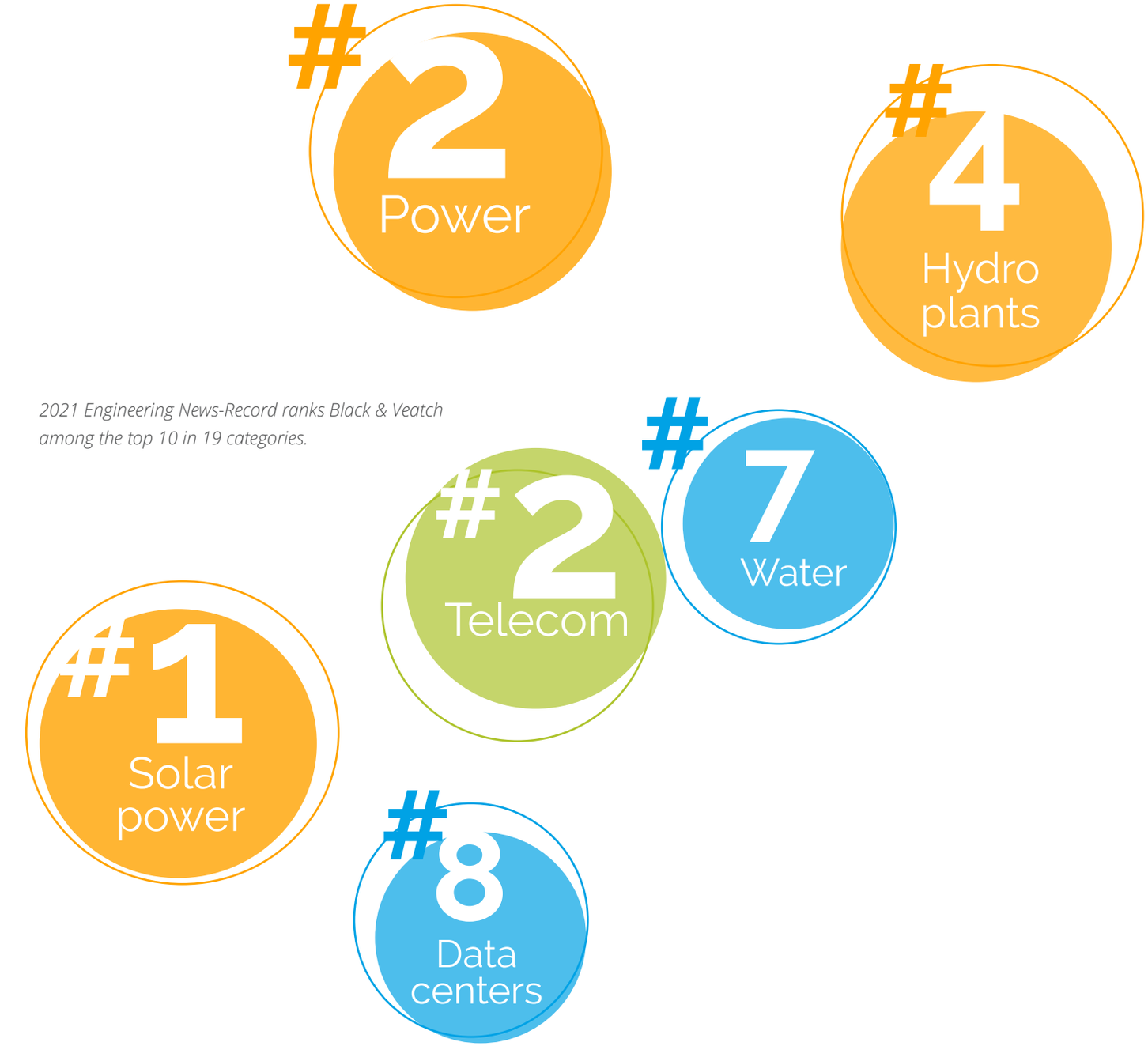
Employee Stock Ownership Plan structure

Projects in 100+ countries on six continents

$3.3 billion in 2021 revenue

Engaged in the following industries:

Connected communities; data centers; food and beverage; gas, fuels and chemicals; governments; industrial and manufacturing; management consulting; mining; power utilities; telecommunications; transportation and water utilities.



2021 Engineering News-Record ranks Black & Veatch among the top 10 in 19 categories.

Mission *why we exist*

Building a World of Difference through innovation in sustainable infrastructure

Vision *what future we aspire to achieve*

We work relentlessly to solve humanity's critical infrastructure challenges.

Values *what we believe in and how we behave*

Safety | Accountability | Collaboration | Entrepreneurship | Integrity | Ownership | Respect

Black & Veatch moves clients and the world forward

TODAY → **TOMORROW**

CLIENT CHALLENGES

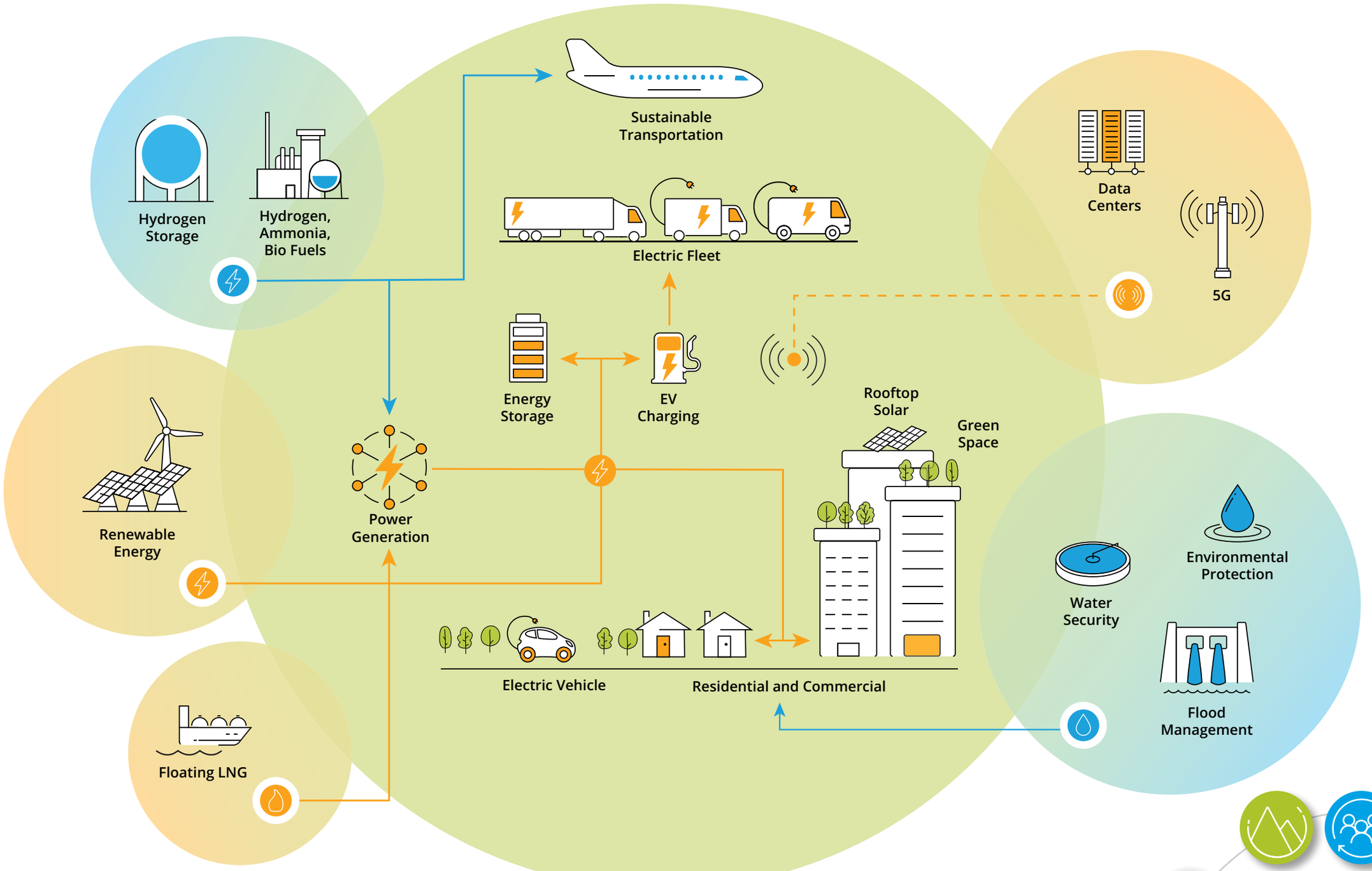
- Energy Transition
- Advanced Transportation
- Water Security
- Connecting and Securing Society
- Reimagined Nutrition
- Environmental Protection

BLACK & VEATCH LIFECYCLE SERVICES

- Strategic Advisory and Development
- Design
- Construction
- Asset Management

CLIENT BENEFITS

Black & Veatch's Mission: Building a World of Difference through Innovation in Sustainable Infrastructure



Sustainability at Black & Veatch

Sustainability Governance

Black & Veatch's commitment to sustainability is embedded in our Mission and permeates the entire enterprise. Our 2020-2023 Sustainability Strategy guides how we assess our progress toward our social, environmental and governance responsibilities and commitments.

The board's governance and nominations subcommittee provides oversight of sustainability issues. The executive director of sustainability and resilience, a new role created at the end of 2021, is a member of the subcommittee and the executive leadership team. The executive director of sustainability and resilience delegates delivery accountability to the sustainability core team.

The sustainability core team drives the delivery of sustainability commitments and acts as a collaboration catalyst across the business, supporting the enhancement and development of solutions that address clients' evolving needs and the processes and tools used to deliver those solutions. Critical to our success is the active engagement of our employee-owners.

Sustainability Governance

Stakeholder Engagement

Black & Veatch works to understand the economic, environmental and social priorities of our clients and our employee-owners through active engagement and dialogue. In 2020, we conducted our first materiality assessment. Internal and external stakeholders were asked to identify the topics that matter most to them and establish our initial set of priorities. To understand the sustainability priorities of our clients, we conducted an in- depth review of the material topics, commitments, actions and programs of 70 clients and business partners.

Concurrently, we conducted a survey and series of interviews to better understand and align with the elements of sustainability most important to our employee-owners. We surveyed roughly 4,000 professionals across our organization, representing multiple dimensions of tenure, age, culture, gender, profession, industry and geography. Professionals were asked to prioritize a list of 25 frequently cited topics from the infrastructure industry and our ability to affect them. The topics spanned four pillars: social progress, economic prosperity, environmental stewardship and good governance. We received more than 500 completed surveys and conducted 24 interviews.

Our first materiality assessment was in January 2020; a second materiality assessment is planned for 2022 to assess past priorities and evaluate emerging trends. That assessment will provide an opportunity to build on previous learnings, re-engage an expanding group of stakeholders and gain additional insights from clients to inform our program beyond our current 2020-2023 Sustainability Strategy.

Materiality Assessment

Good governance

1. Business ethics and anti-corruption
6. Business continuity, risk management and emergency preparedness
7. Sustainability policy governs operations and project execution *(Sustainable by Design)*
8. Information security and cybersecurity
14. Innovation

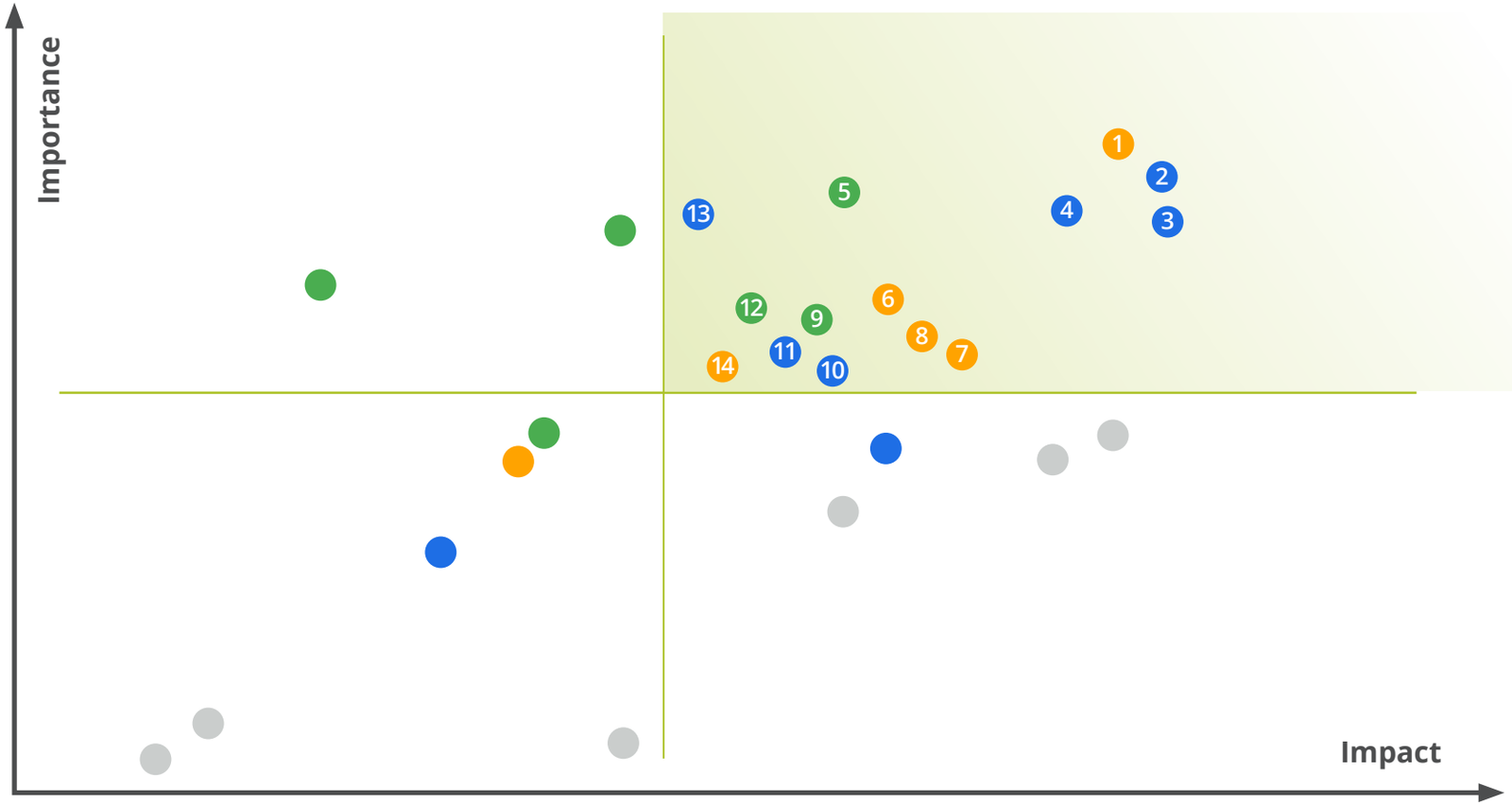
Environmental stewardship

5. Water stewardship
9. Carbon footprint and climate change
12. Biodiversity/habitat

Social progress

2. Health, safety and security
3. Talent management and learning and development
4. Work/life balance
10. Diversity and inclusion
11. Labor rights and relations
13. Philanthropy/giving

Represents economic prosperity topics



Materiality Assessment Results

The 14 priorities that resulted from the January 2020 assessment shaped our commitments across seven topics that align with 11 of the 17 UN Sustainable Development Goals (SDGs). For each of the commitments, and the other priorities identified, responsibilities and action plans were established.

The materiality assessment highlighted a need to revise our corporate sustainability policy, which previously focused primarily on environmental stewardship. In 2021, the policy grew to reflect our heightened commitments to social progress, economic prosperity and good governance and — more specifically — to our pledges to the UN Global Compact, the UN CEO Water Mandate, the UN Caring for Climate, the CEO Action for Diversity & Inclusion™, and our "Think, Plan, Act" initiative to achieve Zero Injuries Today™.

The policy revision also recognized a continuous improvement process that includes engaging with our stakeholders, identifying priority topics, making commitments, establishing action plans and holding ourselves accountable to our commitments by measuring and disclosing our progress annually. In addition to the corporate sustainability policy, several other related policies are being considered for revision.

Sustainability Dashboard

Environmental Stewardship

Commitment Progress

We believe...
in reducing the impact of Black & Veatch operations.

Commitments

- Reduce greenhouse gas (GHG) emissions
- Conduct a GHG emissions inventory and water use assessment for the infrastructure we design.
- Conduct internal water use assessment to manage water use

SDG Alignment

Target

By 2023, reduce Scope 1 and 2 emissions by 40% and overall GHG emissions (Scope 1, Scope 2, and Scope 3 business travel and teleworking) by 20% from a 2019 baseline. Be net zero for overall emissions by 2025.

2021 Progress

- Updated Black & Veatch travel policy to reduce travel
- Performed a GHG emissions inventory and water use asessment for the projects designed and built from 2018 to 2020
- Conducted our first water use assessment for Black & Veatch facilities and employees working from home

Commitment Progress

We believe...
in collaborating with our clients to achieve their environmental goals.

Commitments

- Support clients with target setting, analysis, technology selection, integration and deployment
- Help clients achieve their water use objectives

SDG Alignment

Target

Develop metrics for sustainability-related projects and continue sustainable project execution as part of the near-term sustainability strategy

2021 Progress

Black & Veatch's Environmental Solutions group was created to help our clients address their most pressing environmental and decarbonization needs.

Social Progress

Commitment Progress

We believe...
in building a diverse, equitable and inclusive workplace.

Commitments

- Advance and elevate women and racially and ethnically diverse professionals
- Embrace LGBTQIA+ authenticity at work
- Create inclusive, accessible workplace for persons with disabilities

SDG Alignment

Target
By 2023, achieve goals set to increase diversity, equity and inclusion (DE&I) in the workplace

2021 Progress

- Perfect score in the Human Rights Campaign's Foundation's 2021 Corporate Equality Index, earning "Best Place to Work for LGBTQ Equality" for the third consecutive year
- Joined Human Rights Campaign's Business Coalition for the Equality Act
- Expanded training and learning opportunities
- Ranked in the Top 50 Employers by *Woman Engineer Magazine*
- Formed the DiverseAbility ERG

Commitment Progress

We believe...
in Zero Injuries Today™ and every day.

Commitments

- Launch "Strengthening Safety Culture" and "Improving Safety Competency" training and Positive Leading Indicators safety program
- Achieve Corporate Voluntary Protection Program (VPP) status

SDG Alignment

Target
Achieve corporate VPP status by 2023

2021 Progress

- Implemented a Safety for Designers course
- Implemented a program that focuses on "project stressors" that may impact safety performance
- Safety Leadership Team implemented many leading indicators to track performance
- Achieved VPP status in the state of Michigan in December 2021

Commitment Progress

We believe...
in giving back to communities.

Commitments
Align our giving with UN SDGs: science, technology, engineering, and math (STEM) education; gender equality; humanitarian aid; and Signature Programs

SDG Alignment

Target
Continue to prioritize funding across core focus areas and align with UN SDGs.

2021 Progress

- Supported 33 new charitable organizations in 2021
- Provided 82 grants to minority student engineering chapters at colleges and universities
- Created a team matching gift program for U.S. project sites
- Launched the Black & Veatch Employee Disaster Relief and Hardship Fund
- Extended grant giving into South America

Good Governance

Commitment Progress

We believe...
in doing business the right way.

Commitments
Maintain anti-bribery management system that is compliant with International Organization for Standardization (ISO) 37001

SDG Alignment

Target
100% completion of ethics and compliance training for all employees.

2021 Progress
- Improved due diligence processes
- Identified and trained additional global offices for ISO 37001 certification readiness

Commitment Progress

We believe...
in building sustainable, equitable and future-proof infrastructure.

Commitments
Expand use of sustainability principles into all project execution manuals

SDG Alignment

Target
This is a company-wide effort; targets will be established after primary stakeholders are engaged.

2021 Progress
- Evaluated the Institute for Sustainable Infrastructure's Envision framework as a base for Sustainable by Design practices
- Used the Envision system for multiple client projects
- Identified participants and stakeholders

Environmental Stewardship

Our Environmental Priorities

At Black & Veatch, sustainability is part of who we are, and it is embedded in our Mission. We continuously strive to improve the sustainability of our business operations and to help our clients become more sustainable in their projects and operations.

Environmental stewardship is a top priority for our projects and our operations. As a main pillar of sustainability, environmental stewardship — especially as it relates to the major areas of carbon footprints and water stewardship — is intrinsic to how we operate.

Black & Veatch is a major infrastructure provider and partner to asset-intensive clients, and we work in industries that sustainably harness some of nature's most precious resources — air, water, soil, sunlight and more — to facilitate the modern lifestyle. But we also work in industries that rely heavily on extraction and use of natural resources such as natural gas, minerals and metals that, through their processing and use, in some cases have been historically hard on the environment.

Without diligent planning and consultation with stakeholders, large infrastructure projects have the potential to cause long-term and catastrophic impacts on biodiversity and habitat, as well as use significant water resources and emit appreciable greenhouse gases (GHG).

Organizations that work on infrastructure projects are presented with both opportunities and responsibilities. The two are connected: the opportunity to improve the quality of life for communities and solve business challenges can truly only be fulfilled when those who perform the work take responsibility to have the systems in place to protect the environment from negative impacts that result from this work.

Infrastructure projects must work in harmony with the environments and communities in which they are built, and they must be adaptive and responsive to the environment to preserve and restore it. To ensure we support the maintenance of a healthy, fruitful environment for generations to come, we work to integrate environmental stewardship into all we do, from implementing low-flow water fixtures in our offices to choosing partners who share our passion for sustainable development.

The following pages highlight Black & Veatch's progress towards our environmental commitments. For more information on the governance and management of biodiversity and habitat, refer to the GRI Content Index and Performance Data on page 48.

"As companies across the world take greater responsibility in safeguarding our planet, decarbonization has become a common goal. When these companies plan how they will meet this goal, it is critical that they develop detailed roadmaps to help them navigate the many uncertainties ahead and ensure they decarbonize successfully. With our end-to-end expertise — from strategy to construction to operation — and our vast knowledge of the full suite of emerging clean energy technologies, Black & Veatch partners with our clients to create executable decarbonization roadmaps that drive optimal technology and economic choices to achieve their goals."

Deepa Poduval Senior Vice President, Global Advisory Leader

Carbon Footprint and Climate Change

Commitment

- By 2023, we will reduce Scope 1 and 2 emissions by 40% and overall GHG emissions (Scope 1, Scope 2 and Scope 3 business travel and teleworking) by 20% from a 2019 baseline. After 2023, we will continue reducing our GHG emissions and be net zero for our overall GHG emissions by 2025.
- Clients' GHG emissions reduction and decarbonization objectives are our objectives. Partnering in this transition, we are committed to supporting clients with target setting, alternatives analysis, technology selection, integration and deployment.
- We will continue to deliver resilient, futureproofed infrastructure and communities.

Progress in 2021

- Evaluated pathways to net zero
- Continued year-over-year carbon footprint reduction
- Completed carbon footprint analysis for the projects we designed and built from 2018 to 2020
- Updated Black & Veatch's travel policy to reduce travel and maintain a portion of the carbon footprint reductions that were a result of the COVID-19 pandemic
- Earned recognition in *Fast Company's* 2021 Innovation by Design Awards for "Electric Island," a high-capacity commercial electric vehicle charging station project in Portland, Oregon

Ongoing Objectives

- Monitor carbon footprint to see how it restabilizes as the effects of COVID-19 lessen
- Finalize decarbonization plan to ensure we meet our commitment of being net zero by 2025
- Continue developing methodologies for accurately calculating carbon emissions associated with our newly hybrid workforce
- Verify our carbon goals as science-based targets and ensure they stay relevant to the global conversation around sustainability
- Develop sustainable-by-design guidelines to reduce energy use and waste products of the projects on which we work
- Continue to support clients' decarbonization needs by innovating and expanding our capabilities and offerings in the decarbonization space

Black & Veatch is committed to delivering a low-carbon future by being a carbon neutral company by 2025 and collaborating with clients to deliver their decarbonization commitments.

The increasing impacts of climate change demand that we not just act but rather we must assume a leadership position in deploying infrastructure that mitigates and adapts to climate change. Recognizing the role the industries we serve play in contributing to GHGs, we prioritize the reduction of our own carbon footprint and those of our clients.

The impacts of climate change are evident across the globe: extreme heat, droughts, floods, rising sea levels and more. Our changing climate also threatens human health and quality of life, food security, water security and economic growth. As industries across sectors adapt their infrastructure to help mitigate the impacts of climate change, all participants across the value chain must do the same.

By tracking, managing and lowering emissions, we are taking an active role in mitigating climate change. We are a client-focused company, and we take our clients' carbon emissions as seriously as we take our own. We are focused on reducing those emissions in our own operations, and we are evaluating our supply chain to support our clients as they also work to mitigate climate change. As a project-based infrastructure company, we have the experience and reach to create real impact, building a world of difference through innovation in sustainable infrastructure. By putting ongoing operational environmental impacts front and center, we stimulate informed discussions with our clients about taking measures to reduce them.

Meeting our 2025 net zero commitment will require that we continue to make changes to our travel policy, improve the office spaces we occupy, modify our fleet vehicle operation, evaluate high-quality carbon offsets to mitigate the emissions that we can't eliminate, and prioritize investing in meaningful projects that we know will further the initiative of eliminating carbon from the atmosphere. We prioritize carbon-mitigating tactics in our operations and projects, and we remain dedicated to reaching our net zero goal.

Program Overview and Update

We recognize that infrastructure and infrastructure development are significant contributors to GHG emissions. As we work to be an environmental steward, we emphasize upgrading, retrofitting and replacing infrastructure in ways that are resilient and adaptive to evolving environmental conditions while reducing the accumulation of GHGs in the atmosphere.

Managing our own carbon footprint and understanding the intersection of our infrastructure projects and the global carbon cycle is a priority. Impacts occur on infrastructure project sites, in the networks and systems that projects are interconnected with, and within the communities and environments where projects are situated. As we implement our sustainability strategy, success is measured on the basis of our ability to reach our GHG carbon emissions reductions goals and to provide decarbonization and climate adaptation solutions for our clients.

Black & Veatch's Carbon Footprint

Historically, Scope 2 and Scope 3 business travel have been our two biggest sources of emissions. In 2020 and 2021, our Scope 2 carbon footprint looked drastically different because our professionals were typically working from home, and our Scope 3 business travel was reduced by our choice to tighten approvals for travel, thus eliminating unnecessary trips. In 2021, we made permanent changes to our travel policy to enshrine some of the carbon emissions savings that resulted from reduced business travel during the pandemic, taking a large step toward reducing emissions from Black & Veatch's operations.

Listening to the long-term preferences of our professionals, trusting them to work remotely, and making the option available to commute to offices based on the needs of their schedules creates many benefits across our sustainability commitments and our broader 2023 strategy. But as we have adapted to our new hybrid workforce, it has changed the ways we can manage emissions. No longer can we simply implement sustainability in a shared office; the onus is now upon work-from-home professionals to implement sustainability in their home offices, and we are here to support them as they do so. We are developing new methods to track emissions in this hybrid

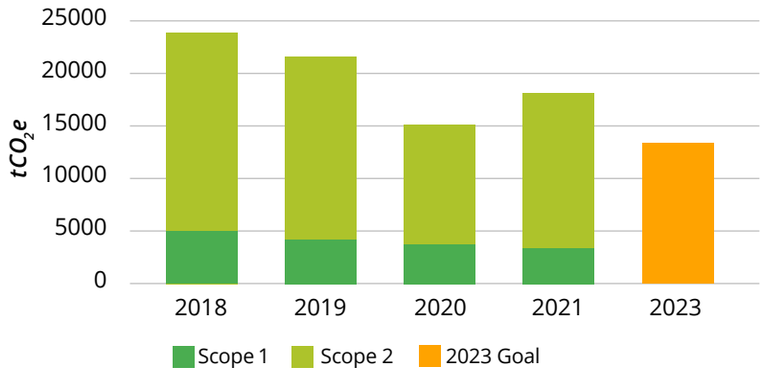
2021 GHG Emissions Table[1]

Despite a reduction in leased office spaces in 2021 as a result of increased preference for remote work, we saw an increase in our Scope 2 emissions from 2020 to 2021, but they remain lower than our 2019 baseline. The change in Scope 2 emissions is due to the opening of a new office with high natural gas use and a significant increase in natural gas use throughout 2021 for multiple offices. Scope 3 continued to remain low due to the ongoing COVID-19 related reductions in travel and the specific effort made by Black & Veatch to maintain those reductions.

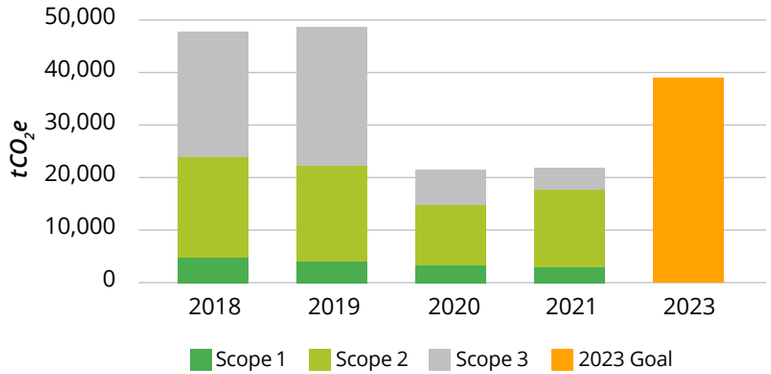
General Emissions Table

		tCO_2e			
		2021	**2020**	**2019**	**2018**
Scope 1 Direct	Stationary Combustion	9	348	590	1,507
	Mobile Combustion	3,634	3,601	3,700	3,454
	Fugitive	49	0	1	0
Scope 2 Indirect	Purchased Electricity Market Based	11,917	10,049	16,511	17,871
	Purchased Heating Market Based	1,378	859	1,280	1,652
Scope 3	Business Travel & Telework	5,891	6,218	26,337	22,473
	Total GHG	**22,878**	**21,075**	**48,419**	**46,957**

Scope 1 and Scope 2 Emissions



Total Emissions



1 2021 emissions are preliminary and unaudited.

working format, and we will work to develop evolved emissions mitigation strategies in response.

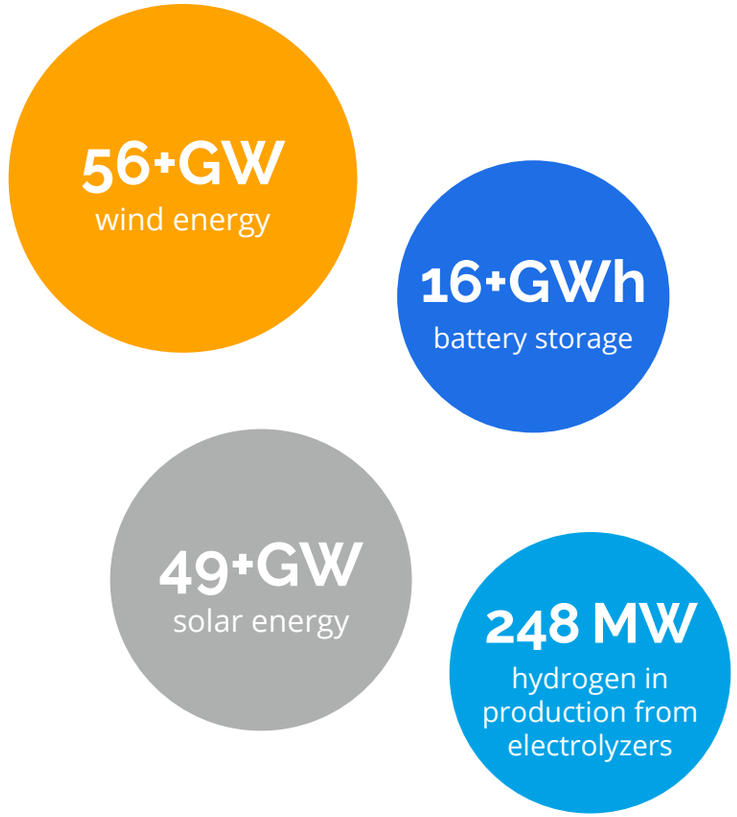
As we rethink our emissions-tracking and management strategies, we also seek to validate our goals by the global standard. Though our emissions goals are aggressive and robust, we will be working to certify them as science-based targets to ensure they are appropriate under our global understandings of sustainability.

Carbon Footprint of Black & Veatch's Infrastructure Projects

We believe our greatest opportunity to contribute to sustainability comes from the projects we deliver every day, and in 2021 we began assessing GHG emissions for the projects we design. We recognize that we cannot simply build an asset and wash our hands of its effects. The carbon emissions that come from the development of infrastructure include both the emissions associated with building the asset and the ongoing emissions as a result of its operation. In this exercise, we evaluated the operating emissions for the major project types that we designed and built in 2018 to 2020 with the most operational carbon emissions, including gas-fueled chemical plants, power generation, power transmission, drinking water and wastewater facilities, data centers, and telecommunications installations. Through this analysis, we developed calculation methodologies and tools for each project type that we can continue to use to evaluate the emissions of future projects. Though the numbers will change as projects vary year to year, it gives us — and our clients — a better understanding of how our work contributes to global emissions.

The annual operational emissions from the projects evaluated totals about 15.5M tCO_2e, with conventional power generation projects making up 85% of that total. Although we don't currently count these operational emissions as part of our Scope 3 emissions, the results illustrate the project types that have the highest carbon impact in our value chain and will serve as a basis for future carbon intensity targets so we can work towards reducing the carbon emissions of our projects.

For more information on the governance and management of Black & Veatch's carbon footprint, refer to the GRI Content Index and Performance Data on page 45.



Decarbonizing the Grid

For governments and corporations to meet their carbon emissions goals, decarbonization of electrical grids is the top priority. For more than 40 years, Black & Veatch has helped meet the growing demand for low carbon energy by contributing to over 105 GW of renewable energy generation capacity and over 16 GWh of energy storage capacity to electrical grids around the globe. Black & Veatch is currently constructing the largest green hydrogen facility in the world.

Project Highlight
Creating a Complex Decarbonization Roadmap for California

As utilities around the world face the consequences of the climate crisis, Black & Veatch's global advisory practice helped California's San Diego Gas & Electric (SDG&E) establish an action plan to address the public and regulatory pressures driving governments, businesses and utilities alike to develop the most-viable pathways for economy-wide decarbonization.

Black & Veatch provided technical advising, subject matter expertise, and economic and power market modeling services to SDG&E as that utility developed The Path to Net Zero: A Decarbonization Roadmap for California to meet the state's goal of achieving carbon neutrality by 2045.

The study's creation can be broken down into two main portions followed by a third: demand-side modeling and supply-side modeling, followed by reliability testing. Modeling determined the cost-optimal mixture of technologies needed to satisfy the state's increasing energy demand while meeting decarbonization targets, informing the plan for upgrades and development to the state's infrastructure systems. That plan was then tested multiple times against the industry standard for reliability to ensure it could hold up to real-world demands.

As SDG&E and California inch closer to their 2045 net-zero goals, this roadmap stands as a model for other utilities and states as they also work to upgrade power systems and lower emissions.

Water Stewardship

Commitment

- We will conduct a water use assessment for our operations and start applying the findings to manage direct and indirect water use in offices, on construction sites and in our supply chain.
- We will conduct a water use assessment for the infrastructure projects we work on and use it to inform future actions.
- We are committed to helping clients achieve their objectives for the sustainable use of water in management, sourcing, consumption, reuse and discharge.

Progress in 2021

- Completed our first operational water use assessment for Black & Veatch operations
- Conducted our first water use assessment for the projects that we designed and built from 2018 to 2020
- Continued to develop a culture of innovation through internal and external Ignite programs, which have contributed new methodologies and technologies to water stewardship strategy

Ongoing Objectives

- Begin to use findings from our water use assessment to better manage direct and indirect water use in offices, on construction sites and in our supply chains
- Set goals for water use management and mitigation across construction sites and supply chain
- Develop sustainable-by-design guidelines to reduce the water use of the projects on which we work
- Develop construction stormwater compliance team to reduce overall impact of projects on the environment, particularly in solar and T-line projects
- Continue to develop innovative water solutions for our clients

Black & Veatch is committed to reducing the water intensity of our direct operations and to collaborating with clients to deliver their water stewardship commitments.

As water scarcity and droughts rise along with demand for water for human consumption and agriculture and industrial processes, so does the need to protect this precious shared resource. The need for all communities to have access to a plentiful, trusted water source must be balanced with our collective impacts on watersheds. As a world-leading infrastructure company with significant experience in designing and building water and wastewater infrastructure systems, Black & Veatch has the capabilities, the credibility and the people to contribute to meaningful water stewardship.

Water often is underappreciated until extreme weather events offer too little or too much. This most critical of resources is necessary for our bodies, food systems, industries, economies and ecosystems, and it is vitally important that we all play a role in sustainably managing limited resources.

We know what we're doing with water. It's not just our business, — it's truly a passion — and our professionals believe in providing equitable access to clean water in communities around the world.

One of Black & Veatch's very first projects in 1915 improved water supply and treatment for an industrial manufacturing company. From that point forward, Black & Veatch professionals have been active water stewards through the legacy of thousands of projects and decades of volunteering in support of organizations such as Water For People and Engineers Without Borders.

The infrastructure systems that facilitate human use of this precious resource make up a significant portion of the work that Black & Veatch does, which means we have deep expertise of the industry. Though it can be easy to fall back on what you know, our desire to innovate and provide the newest, most-efficient water stewardship technologies and methods pushes us to keep blazing a path and developing new and interesting offerings for our clients that will improve equitable access to clean water.

Program Overview and Update

Black & Veatch works with major water utilities and across the power; mining; data centers; gas, fuels and chemicals; industrial and manufacturing sectors, where water is a major input. We believe that having a deeper understanding of the water footprint of our own operations and our clients' infrastructure projects will result in even greater opportunities to shape more sustainable outcomes through the work we do every day. If you don't measure it, you can't manage it.

That is why, in 2021, we conducted a water use assessment that encapsulates our water footprint, covering everything from the sinks that run in our office buildings to the home water use of our remote workers. This holistic water use assessment has helped us to develop methodologies to better support our clients in their own water stewardship journeys, and it has given us the insight we need to set our own water use and management goals.

Infrastructure projects in the industries that Black & Veatch serves withdraw, consume, reuse and discharge water. Designing, upgrading, retrofitting and replacing infrastructure so that it more effectively uses water is core to our business. As a project-based infrastructure company, managing our own water footprint and understanding how the infrastructure projects that we're engaged in intersect with the water cycle is important. In 2021, we conducted our first project water use survey to measure the water impact of the projects on which we work.

Commitments relating to energy and carbon are often at the forefront when large organizations refer to their sustainability efforts; however, this is changing, and companies increasingly are emphasizing water as a sustainability goal. Water service providers and large commercial users must address water footprint and sustainability challenges across environmental, social, technical, funding and regulatory considerations. As they do so, we stand ready to help.

Because we work in the critical infrastructure space, our work often straddles the line between the built and natural environments. Wanting to stay respectful and true to the planet's natural balances while helping clients develop infrastructure in a way that supports our evolving and growing society, we work hard to ensure we honor environmental stewardship and sustainability in all our work. For us and our clients, development is about more than just benefiting today's communities. It's about creating infrastructure systems that are just as positive in the decades to come — for communities and their natural environments — as they are today."

Ajay Kasarabada Director, Environmental Solutions

Project Highlight

Commissioning for the World's First Zero-Water-Consumption Data Center

In a time when data centers are multiplying rapidly — requiring significant water input while water scarcity is on the rise — developing technologies to mitigate water use in data centers is paramount. At the Port of Stockton in northern California, Nautilus Data Technologies' (Nautilus) commercial floating water-cooled data center combines efficiency with resourcefulness in the use of its patented TRUE™ (Total Resource Usage Effectiveness) technology that mitigates wasted water and energy.

Black & Veatch conducted a third-party due diligence report and commissioning oversight for the 7-megawatt facility and verified that the cooling, electrical and machinery systems functioned as designed. By using recirculated water from a nearby ocean, river or lake to cool the data center environment, the water body becomes a heat sink. Therefore, the facility consumes no water; produces no wastewater; and requires no refrigerants or water treatment chemicals, cooling towers or computer room air handlers.

The technology is energy-efficient, using less than one-third of the power that traditional computer room air-conditioning would use for cooling and has a low validated power utilization effectiveness for a commercial data center of its size. By siting the data center on a barge, Nautilus also can reduce the facility footprint by up to 60%, and that modular build design allows Nautilus to deploy additional facilities in the same area, using the same connectivity and much of the backbone infrastructure.

For more information on the governance and management of Black & Veatch's water stewardship efforts, refer to the GRI Content Index and Performance Data on page 47.

Social Progress

Our Social Priorities

Black & Veatch is a global company made up of professionals whose backgrounds and histories are as diverse as those of the communities we serve, and we are passionate about our corporate responsibility to support and influence fair, equitable and sustainable systems in our industries and communities.

The past 12 months have shown how the relationship between professionals and their colleagues, supervisors and leaders are strengthened when a spirit of inclusiveness promotes awareness, empathy and embracing of our differences. In 2021, we strove to embrace a culture where our professionals are comfortable enough to speak up more, participate in decision-making and feel seen, supported and valued.

Highlighting this effort on the diversity, equity and inclusion (DE&I) front, Black & Veatch's 2021 DE&I Week centered on opportunities to learn more about the backgrounds and cultures of our colleagues, clients and markets where we operate, and it provided professionals with a detailed showcasing of our global DE&I strategy.

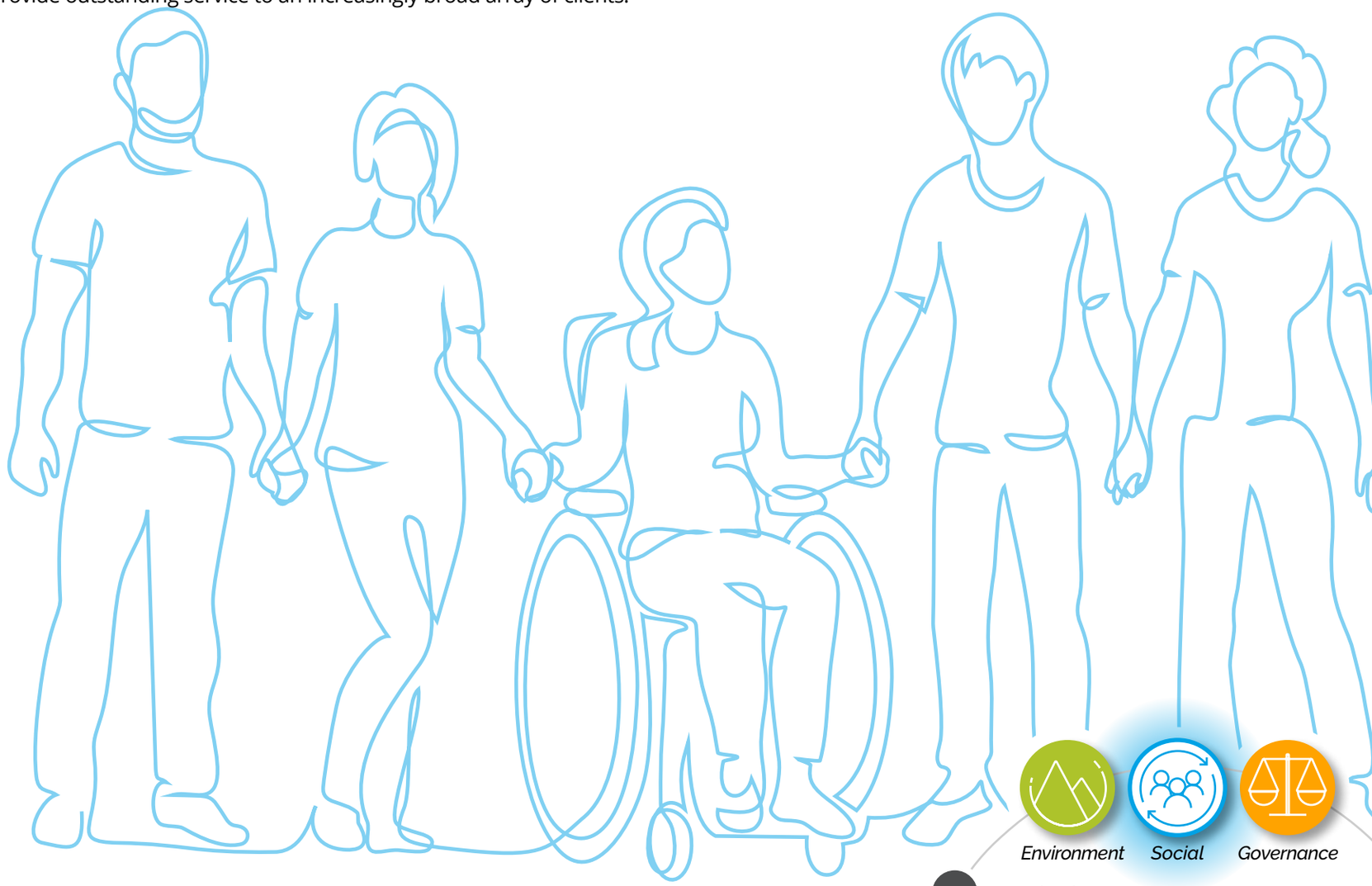
The strategy outlines actions we plan to take to expand supplier diversity, including identifying diverse suppliers and suppliers who actively engage in DE&I as part of their culture. Our strategy also outlines our commitment to engage and strengthen our communities through science, technology, engineering and mathematics (STEM), particularly among underrepresented groups.

Social progress takes many forms, and we continue to place health, safety and security — and the pursuit of Zero Injuries Today™ — front and center at the job site, office locations and wherever Black & Veatch professionals can be found, including around the home. Safety is a core Value. We believe it is an obligation that unites us across individual teams, companies and the entire industry. It's a connection seen and felt between our fellow workers on the job site, between office and craft employees, between companies and even our competitors, who stand together to keep everyone safe and improve safety culture industry wide.

Social progress also can be found in our commitment to providing professionals with development opportunities that are as compelling, diverse and transformative as the critical infrastructure markets we serve. New courses in sustainability and technology were made available in addition to existing programs centered on program management, business ethics and more to keep Black & Veatch ahead of the curve for our clients.

As we look back at our efforts in 2021, we are encouraged by the progress we've made and see opportunities to improve our outcomes. Our belief is that social progress is a continuous effort and is shaped by a comprehensive outlook through which we seek to ensure we supply our professionals with the training, development opportunities, safety and support to succeed and provide outstanding service to an increasingly broad array of clients.

The following pages highlight Black& Veatch's progress toward our commitments to social progress. For additional information on other social progress material topics, refer to the GRI Content Index and Performance Data as follows; talent management, learning and development, page 43 and labor rights and well-being, page 44.



Health, Safety and Security

Commitment

Continuously improve management systems that enable and support safe operation practices through implementation of the "Strengthening Safety Culture" and "Improving Safety Competency" training programs and the Positive Leading Indicators safety program

Progress in 2021

- Achieved project/office based voluntary protection program (VPP) status in December 2021
- Achieved lowest recordable incident rate, days away restricted or transferred rate and lost time rate in company history
- Safety for Designers course implemented

Ongoing Objectives

- Utilize prequalification survey data to evaluate current and potential vendors in relation to environmental responsibilities, sustainability practices and safety records
- Seek corporate VPP from federal OSHA within the next two years
- Utilize prequalification survey data to ensure selected vendors align with and share our sustainable vision for the future

Black & Veatch is committed to targeting zero incidents today and every day. We want everyone to go home at the end of the day exactly as they come to work.

Maintaining the health and well-being of our people, their families and the communities in which we operate is a Black & Veatch core Value. By prioritizing training, engagement and planning, we continuously cultivate a culture of safety to ensure those connected to Black & Veatch, and all those impacted by our work, remain safe and secure.

At Black & Veatch we have a unique opportunity to build a world of difference around the globe through our work on vital infrastructure systems. This reach allows us to be a leader in all areas of sustainability, including emissions reduction, sustainable work practices, service in the communities we work and live, and so much more. Through all of this, we must prioritize the safety and security of our people and those affected by our projects to ensure the difference we make resonates positively throughout those communities, bolstering the overall health and well-being of those who interact with our infrastructure."

John Johnson Vice President, Environmental, Safety, Health & Security (ESH&S)

Every Black & Veatch meeting begins with a safety moment: cautionary advice, wise words or tales ranging from how to practice safe driving to best practices for avoiding job site hazards. These learning moments kick off hundreds of meetings a day and have become integral to Black & Veatch's culture, where safety is a core value we hold at the heart of our business.

As our teams spent 2021 returning to offices and reopening job sites, Black & Veatch's safety culture has stood front and center in our transition to working in new ways. The focus throughout 2021 was to ensure we continued to use the evidence-based strategies we developed in response to the COVID-19 pandemic to improve decision-making, prioritizing the health and well-being of our workers and the communities in which they operate. As a result, our increased awareness and communication led to better conditions worldwide and an improvement on our already low rate of safety incidents. For us, 2021 was about taking the lessons we learned about health and safety during the pandemic and enshrining them in our practices to extend the boost in safety we saw in 2020.

Although the work we do on behind-the-scenes infrastructure such as water treatment facilities and broadband networks is invisible to most, all feel the invaluable effects of these systems as they enable our day-to-day lives. To ensure we can continue this work in the safest way possible, Black & Veatch professionals are innovating new and exciting ways to use technology for risk reduction. We have implemented new methods to eliminate and reduce exposure to risks, including using drones for confined space entry, virtual reality design reviews, 360-degree camera site walks and more. Navigating the new working world has revealed the resilience and determination of Black & Veatch and its partners as they continued their critical work while maintaining the health and safety of all involved.

Environment Social Governance
Introduction

Program Overview and Update

Black & Veatch is committed to work environments where safety and health are pre-planned into every task, one day at a time, with a mindset that every injury is preventable. Our goal is zero injuries, and we provide clients and our professionals with the time, equipment and training necessary to achieve it. Our ESH&S program management is grounded in our long-established "Think, Plan, Act" initiative to achieve Zero Injuries Today™.

Our team of safety professionals works closely with Black & Veatch's executive leadership team, board of directors and safety leadership team to drive initiatives and manage programs and procedures for environmental management, safety, safety by design, training, incident reporting and feedback, drug-free workplaces, contractor qualification, and business continuity and emergency action plans. The team also leads select training for partners and clients; recognizing that continuous interface with our clients is key to achieving safety goals, we tailor our safety procedures and approach to address the specific needs of our clients and projects.

Black & Veatch has a history of outstanding safety performance, and we continue to record incident rates that are below our peers and the federal Bureau of Labor Statistics. Our rates are based on global work hours, and we include and report both Black & Veatch and subcontractor hours.

Throughout 2021, we continued to enhance our training programs for workers on job sites and in offices. Our "Strengthening Safety Culture" program, for example, implements a Safety for Designers course to educate technical staff on the impacts of their actions and decisions through a project's lifecycle.

We also have developed the "Improving Safety Competency" program, which focuses on mitigating "project stressors" that may impact safety performance. In this methodology, teams evaluate schedule pressures, cost considerations, amount of overtime worked and several other variables that, if not properly addressed, add stress to the project.

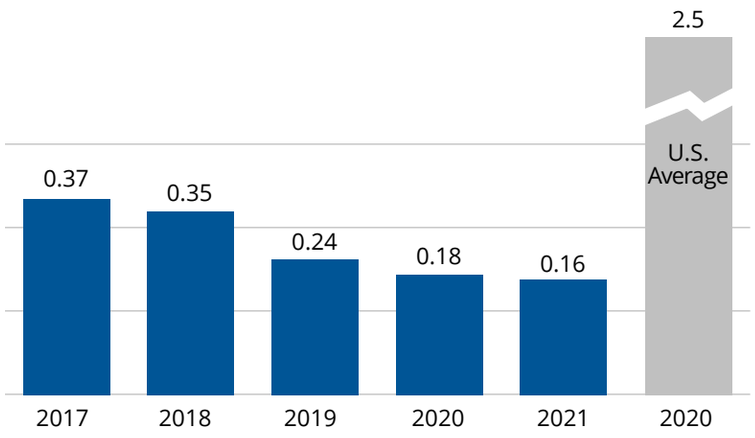
While we diligently track and learn from incident rates and other lagging indicators, our safety programs increasingly are emphasizing positive leading indicators to empower people to prevent incidents. Each year, the company focuses on three to five indicators that all projects track (training, observations, audits, etc.) to verify that we are operating in accordance with our procedures focused on prevention. Employing predictive data sets enhances a proactive safety culture and drives more effective safety processes during every stage of a project's lifecycle.

At Black & Veatch, we also see mental health as a critical component to overall safety and health. We understand the need to apply research-supported intervention strategies to support well-being, just as we do to mitigate hazardous conditions. We provide mental health support through our global Employee Assistance Program partner, SupportLinc, which offers Black & Veatch professionals short-term counseling, work-life benefits and other resources. We also continue to advance our "Working in New Ways" initiative, building on our long-standing flexible work schedule program and preparing for a more distributed workforce with even greater flexibility to balance their working and personal lives.

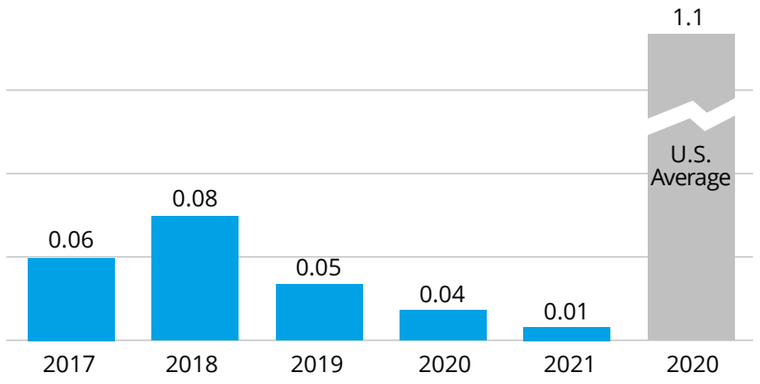
As Black & Veatch continues to consider all facets of sustainability, we understand that the health, safety and security of our workforce and those affected by our projects are integral to successfully sustaining project success and community improvement. Moving forward, we will continue to uphold the values of health, safety and security in all that we do.

For more information on the governance and management of Black & Veatch's ESH&S program, refer to the GRI Content Index and Performance Data on page 37.

Recordable Incident Rate



Lost Time Incident Rate



Diversity, Equity and Inclusion

Commitment

Black & Veatch is committed to advancing and elevating women and racially and ethnically diverse professionals; embracing LGBTQIA+ authenticity at work; and creating an inclusive, accessible workplace for persons with disabilities.

Progress in 2021

- Earned a perfect score in the Human Rights Campaign Foundation's 2021 Corporate Equality Index, earning "Best Place to Work for the LGBTQ Equality" for the fourth consecutive year
- Silver sponsor of the 47th National Society of Black Engineers (NSBE) annual convention
- Continued the "Conversation of Understanding" series with a focus on learning about the history of the African diaspora
- Conducted gender bias training in coordination with the Women's Network for International Women's Day
- Ranked in the Top 50 Employers by *Woman Engineer Magazine*
- Sponsored the 33rd annual Kansas City AIDS Walk
- Expanded the number of Black & Veatch employee resource groups (ERGs)
- Hosted 21 sessions for the annual "People Conference," Black & Veatch's biggest global personal and career development event

Ongoing Objectives

- Establish diversity, equity and inclusion metrics and reporting

2021 Highlight
Martin Luther King Day

For the first time in our history, Black & Veatch recognized Martin Luther King Day as a paid holiday for our U.S. employee-owners. That observance was augmented with a new ebook, Seeing Equals Listening, created to celebrate our black professionals and present their stories to colleagues, clients and stakeholders across the spectrum.

Black & Veatch is committed to creating and sustaining a diverse, inclusive and equitable work environment. This begins with a pledge to view and treat each other as equals. Equal in our responsibility to uphold our core values. Equal in our dedication to the industries and communities in which we operate. Equal in our determination to make a difference.

Program Overview and Update

As an engineering, construction and consulting company, measurement is critical to our work. We know that good data are pivotal to good designs and that you can't develop a good design if you don't know the project's scope. Similarly, efforts to improve workplace DE&I will fall short if we can't measure our progress and don't identify a baseline from which to start. With this in mind, we continued in 2021 to expand the scope of data collected from our professionals to help shape our talent acquisition, employee engagement and developmental opportunities and will continue to refine our data-driven approach to enhance program efficiency and impact. With these data, we aim to identify meaningful metrics and robust goals to help quantify progress toward our DE&I commitment.

Building upon the success of our 2020 "Conversations of Understanding" and engagement with the EBONY ERG, an employee resource group for employees of African descent and those interested in the cultures of people of African descent, in 2021 we expanded our sponsorship and engagement with Black-owned businesses and Black-run charities, including silver sponsorship of the 47th NSBE annual convention.

As targeted discrimination and violence rose against the Asian community, our DE&I initiatives included the launch of the Black & Veatch "Asians and Allies" community site to demonstrate support for our Asian and Asian-American colleagues.

In 2021, we also launched the DiverseAbility ERG, a global community advocating for — and driving efforts to — support people with disabilities in the workplace. This effort was part of our initial 2020 pledge with The Valuable 500, and we're seeing strong participation in this effort.

Looking forward, we are setting a path to bring more focus and accountability to increasing leadership diversity while driving DE&I practices further into our hiring practices. We've developed tailored DE&I training specifically for recruiters and hiring managers to address bias that goes beyond awareness generalities to drive clarity about what bias really looks and feels like in the interview process. We are striving to improve how we can mitigate bias to build a more diverse workforce.

For more information on the governance and management of Black & Veatch's DE&I program, refer to the GRI Content Index and Performance Data on page 41.

Black & Veatch Foundation and Community Partnerships

Commitment

Through the Black & Veatch Foundation, we will align our giving with UN SDGs: STEM education, gender equality, humanitarian aid in global disasters, and our signature programs.

Progress in 2021

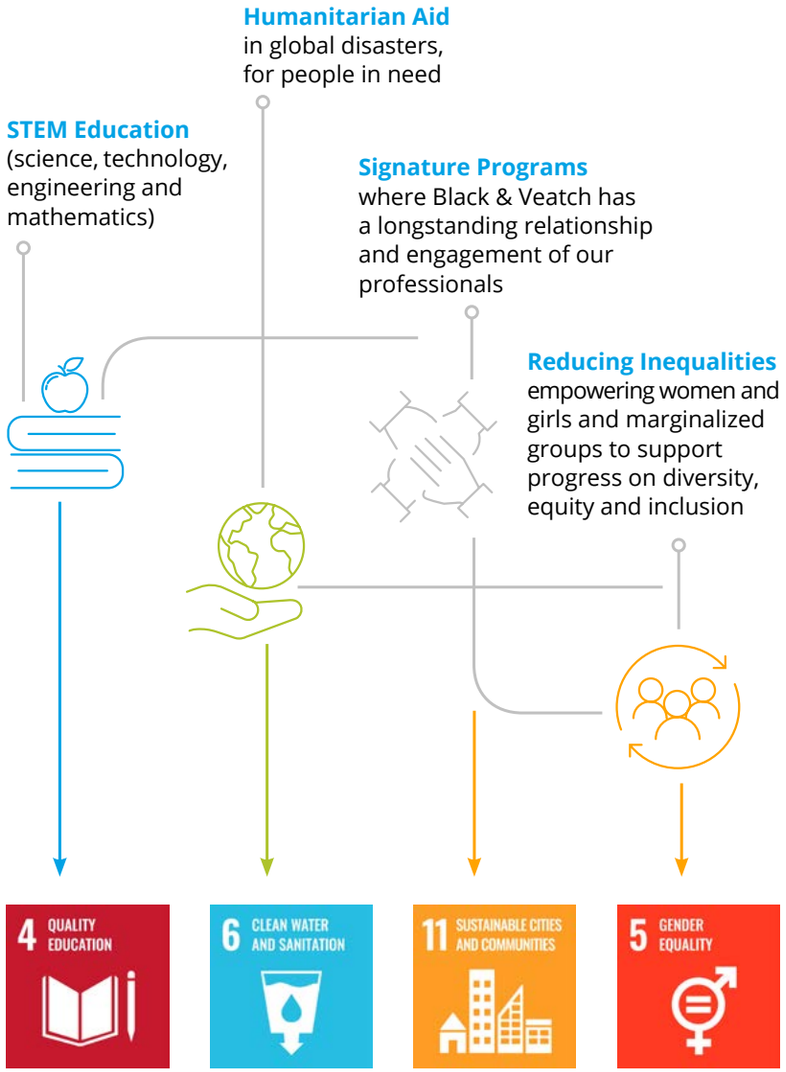
- Vanguard Award: Black & Veatch received the Vanguard Organization of the Year Award from the University of Missouri-Kansas City's school of computing and engineering resources (SCE) for our support of STEM resources in Kansas City. This award was presented to Black & Veatch for our exemplary support for the school of computing and engineering
- Supported 33 new charitable organizations in 2021
- Provided 82 grants to minority students engineering chapters at colleges and universities
- Added sustainability as a funding focus area to support work that improves the communities where we live and work
- Created a team matching gift program for U.S. project sites
- Lowered the minimum matching gift amount to $50 for professionals
- Launched the Black & Veatch Employee Disaster Relief and Hardship Fund
- Extended grant giving into South America

Ongoing Objectives

- Enhance reporting and boost Black & Veatch Employee Disaster Relief and Hardship Fund
- Expand volunteerism opportunities

Core Focus Areas & Major Funding Priorities

Black & Veatch's core focus areas — STEM education, humanitarian aid, reducing inequalities and sustainability — closely align with the UN SDGs. Signature programs are those that are major funding priorities for Black & Veatch.



2021 Highlight

The Black & Veatch Foundation donated $1.7 million across six funding categories in 2021. This total included support for 33 new charitable organization recipients that align to the UN SDGs.

Black & Veatch is committed to giving back to our communities. Our foundation provides a way for the company and its professionals to support charitable organizations and programs that create significant, measurable impact aligned to the company's Mission, Vision and Values in communities where we live and work. Our contributions and partnerships in the areas of clean water and sanitation, quality education, gender equality, sustainable cities and communities, and humanitarian aid represent components of our efforts to support the UN SDGs.

Program Overview and Update

2021 was a year of significant capacity building for the Black & Veatch Foundation, which remains a central element in our corporate environmental, social and governance (ESG) efforts. Through the foundation, Black & Veatch's employee-owners support causes that align with our Mission statement, core values and community needs. Throughout 2021, new commitments were made and existing commitments were supported to advance racial and ethnic diversity; advance women in the workforce; embrace LGBTQIA+ authenticity at work; and create a more inclusive, accessible workplace for persons with disabilities.

As climate-related weather variability and social upheaval continued to impact communities, 2021 was marked by the creation of our Employee Hardship and Disaster Relief Fund, which aims to help people personally in times of crisis with temporary relief and financial support and is accessible to professionals across our global operating footprint.

Throughout the year, the Black & Veatch Foundation continued to work in close coordination with ERGs to ensure alignment between Foundation efforts and seek new recipients for financial support and volunteerism opportunities. In addition, 82 grants were awarded to minority student engineering chapters at colleges and universities across the United States, a key focus of the Foundation and our ongoing DE&I efforts.

Included in the goals for 2022, the foundation will continue to formalize its governance processes through the completion of an audit of all Foundation giving to ensure alignment with our Mission, Vision and Values, as well as to drive the maximum impact of our charitable efforts within our communities.

For more information on the governance and management of the Black & Veatch Foundation and community partnerships, refer to the GRI Content Index and Performance Data on page 40.

In Focus

With the search for clean energy solutions as a major focus of STEM education programs, the Black & Veatch Foundation teamed with local Kansas City-based organizations to fund and complete a new solar canopy installation at Operation Breakthrough's new Ignition Lab. The Ignition Lab will help inspire the next generation of STEM students, advance clean energy and provide on-site zero-carbon solar generation. In addition to the foundation's financial contribution, Black & Veatch also engaged as the solar project design lead and videographer.

> We set up the Employee Hardship and Disaster Fund to help our employee-owners weather an unexpected crisis, and to show our commitment to professionals everywhere, particularly when it's needed most."
>
> **Bella Fletcher** Black & Veatch Foundation Manager

Good Governance

Our Governance Priorities

Black & Veatch continuously strives to bolster its commitment to our governance practices by making sustainability, innovation and ethics the backbone of who and what we are.

Our culture centers on seven core Values: Safety, Accountability, Ownership, Collaboration, Integrity, Respect and Entrepreneurship. How we approach our relationships with clients, potential clients, partners, professionals and potential new hires — along with how we interact with communities where we live and work — is crucial to us. We want our governance to go beyond best practices and be exemplary.

Sustainability has been implicit in our mission for decades. We understand that risk management and emergency preparedness are important to both our clients and our organization. Understanding that our projects involve critical human infrastructure that are at greater risk from cyber criminals, we have systems in place to govern them — safeguards and protections that are critical to the long-term success of our clients and our organization. Business continuity is an area of focus as we look at our ability to bounce back from crisis events such as the COVID-19 pandemic, and we are continuing to integrate risk awareness into our decision-making to ensure our 107-year legacy positions us for the years ahead.

The following pages highlight Black & Veatch's progress towards our governance commitments. For additional information on other governance material topics, refer to the GRI Content Index and Performance Data as follows: business continuity, risk management and emergency preparedness, page 52; information security and cybersecurity, page 53; and innovation, page 54.

To be successful in safeguarding people and planet, sustainability is an initiative of global teamwork. All our emissions have a global reach — it's not something that we can solve just on a local level. At the end of the day, we all share this earth and the resources and habitats it has to offer. I think that is part of the reason Black & Veatch is inspired to prioritize sustainability — we have a global presence and a sense of responsibility. We recognize the importance of this collective movement to protect the planet, and we work to illustrate the importance to our clients and suppliers, because we know that we're all in this together."

Amanda O'Dell Corporate Sustainability Program Manager

Sustainable by Design

Commitment

We will expand the use of sustainability principles into all project execution manuals.

Progress in 2021

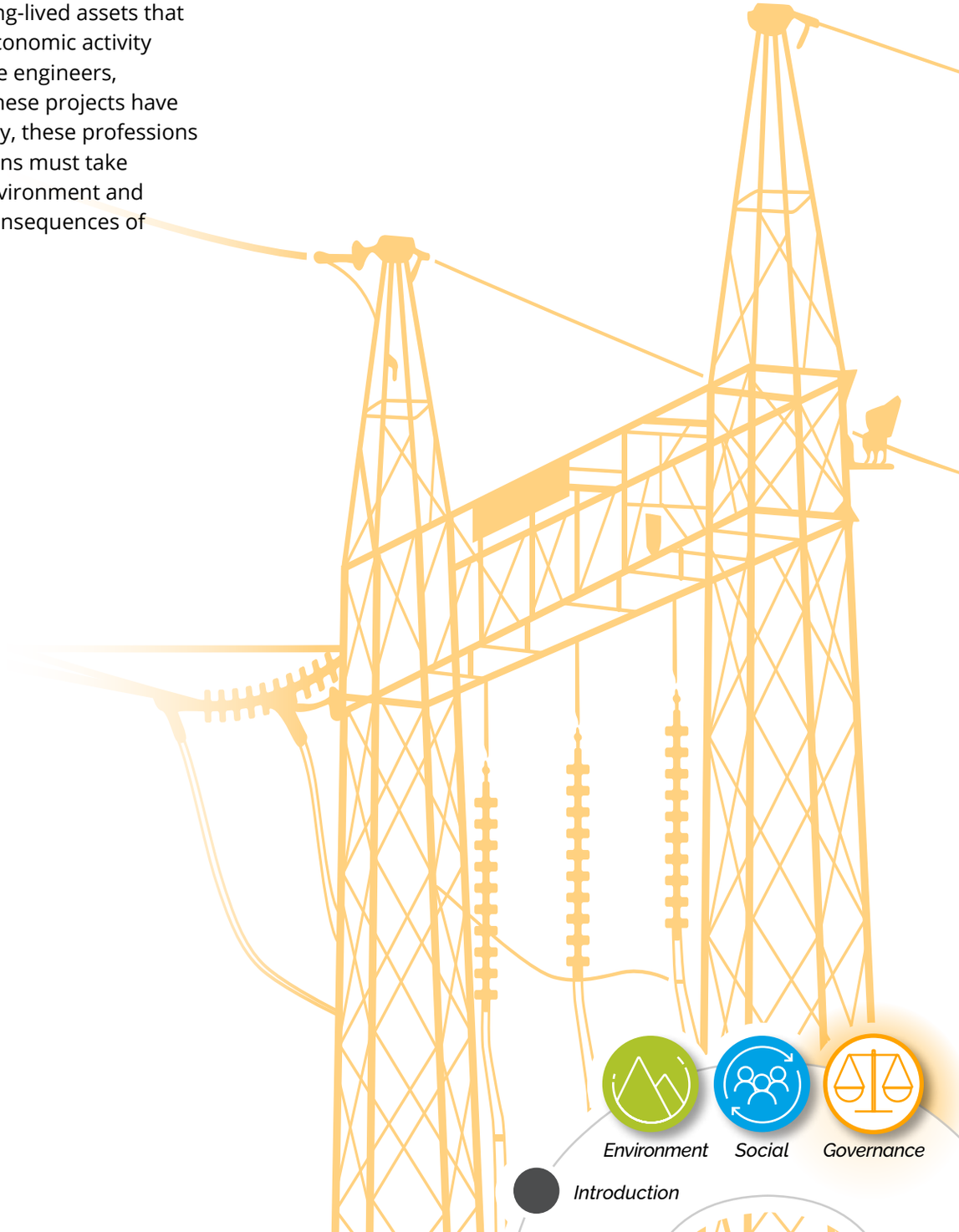
- Aligned stakeholders pursuant to our strategic goals
- Evaluated the Institute for Sustainable Infrastructure's (ISI) Envision framework as a bedrock for sustainable-by-design practices

Ongoing Objectives

- Leverage Black & Veatch's newly transformed organizational structure to implement company-wide sustainable-by-design framework
- Utilize prequalification survey data to evaluate current and potential vendors in relation to environmental responsibilities, sustainability practices and safety records
- Continue to update our 2021 sustainability policy as needed to reflect 2023 commitments and strategy
- Continue to educate Black & Veatch professionals on our corporate sustainability program through on-demand training modules while measuring interest and engagement
- Continue working to establish a formal working group of cross-market segment and cross-functional stakeholders to refine a company-wide sustainability procedure. This will align with the newly established market segments and Black & Veatch operations under the company's recent transformation of its leadership and operating structure, getting representation from all stakeholder groups
- Continue to establish feedback loops with our clients to validate the program's value — and with our professionals to continuously improve implementation
- Drive mandatory sustainability efforts on projects
- Utilize prequalification survey data to ensure selected vendors align with and share our sustainable vision for the future
- Improve rate of recycling or reduce use of materials
- Prioritize use of recycled materials or sustainable products over non-recyclable/non-reusable ones

Black & Veatch is committed to delivering sustainable infrastructure. It is our Mission.

Critical human infrastructure projects are long-lived assets that improve human quality of life and expand economic activity while minimizing environmental impacts. The engineers, constructors and consultants that work on these projects have the potential to change the world. Collectively, these professions and the organizations that govern their actions must take responsibility to preserve life, protect the environment and consider the far-reaching and long-lasting consequences of infrastructure.



Program Overview and Update

How we deliver innovation in sustainable infrastructure is as important as what we deliver, and embedding sustainability principles demonstrates Black & Veatch's innovative culture and our commitment to sustainable outcomes. To Black & Veatch, sustainability means being net positive; it is meeting the current generation's needs while improving the ability of future generations to meet their own needs.

While Black & Veatch incorporates principles of sustainability into much of its work, we aim to unify these efforts into a holistic sustainable-by-design program, which will establish high-level principles addressing different phases of a project's delivery. The program's working group, facilitated by the sustainability team, will include a cross-section of stakeholders and subject matter experts to address the diversity of clients, geographies, project phases, roles, scopes, technologies and infrastructure types representative of our work.

Black & Veatch joined the Institute for Sustainable Infrastructure in 2014 and adheres to its Envision rating system, which uses a proactive, quantifiable approach to score environmental, social and economic aspects of infrastructure projects to achieve increasing sustainability. We have more than 100 professionals certified for Envision and the U.S. Green Build Council's Leadership in Energy and Environmental Designs (LEED) program so that we can design and certify these types of projects for our clients.

Sustainability is at the heart of everything we think and do, helping our clients achieve their ambitious sustainability goals by integrating lasting, future proof design elements into our projects. We also are introspective about being better and wiser about our role in making the world a better place by working in new ways, including fostering flexible environments for our professionals wanting to work remotely — a solution fueled by the COVID-19 pandemic — and downsizing our leased office space to lessen our carbon footprint.

Project Highlight
Envision at Work

Tasked with designing a $1.6-billion water conveyance system to strengthen water delivery for Southern Nevada Water Authority's (SNWA) customers, Black & Veatch is using ISI's Envision principles to holistically track and measure sustainable impacts of the Horizon Lateral project.

Meant to identify and foster sustainable approaches to civil infrastructure projects, Envision includes 59 criteria that help incorporate sustainability options and gauge improvement over the project's planning, design, construction and maintenance phases through eventual asset deconstruction. Categories of measurement run the gamut from quality of life, natural world, and climate and resilience considerations to leadership and resource allocation.

Initial meetings with Black & Veatch about the project — expected to include roughly 27 miles of pipeline, seven miles of tunneling, two pumping stations and new reservoir storage — involved discussions about how stakeholders can be engaged during design and construction. Through participatory, multi-stakeholder workshops and risk-based analyses, for example, preliminary designs by Black & Veatch are helping the SNWA reach consensus on a preferred alignment for the Horizon Lateral system.

On the design front, Black & Veatch considered such things as how resources can be allocated and managed to limit construction emissions, waste, and water and energy use — and even whether materials have recycled content or can be repurposed after any deconstruction. Our team tackled big questions such as, what's the feasibility of incorporating solar power options for the reservoir or the outbuildings, or perhaps using the water flow to create electricity in the pumping stations? Is the project good for the local or regional economy? Who's getting the construction jobs, and are workers being trained about sustainability concepts?

Not only is Black & Veatch executing and helping certify Envision projects for our clients, but we also strive to develop project guidance that utilizes the core principles of the Envision system and apply them to all the projects we do to put sustainability at the forefront of design.

Business Ethics and Anti-Corruption

Commitment

We will maintain an anti-bribery management system across Black & Veatch's global operations that is compliant with International Organization for Standardization (ISO) 37001.

Progress in 2021

- Improved the automation and efficiency of the global due diligence administration process
- Improved the integrated due diligence processes into the rollout of a next-generation client relationship management (CRM) system
- Identified and trained additional global offices for ISO 37001 certification readiness (certification process was dependent on geographical implications of pandemic restrictions)
- Revisited gifts and hospitality policy and limits
- Virtually all employees completed annual ethics and compliance training

Ongoing Objectives

- Continue to improve the automation and efficiency of the global due diligence administration process, knowing this will constantly evolve as Black & Veatch expands its global footprint while markets and practices change
- Develop compliance training targeted specifically to risks, job functions and geographic locations
- Continue to improve integrated due diligence processes into the rollout of a next-generation CRM system, working with Black & Veatch's IT professionals and its chief information office
- Maintain Black & Veatch's anti-bribery program in alignment with ISO 37001 certification standards
- Adopt updated hospitality gifts and hospitality policy and limits.
- In 2022, Black & Veatch completed the transformation of its key management and operational structures, intent on meeting the more integrated infrastructure needs of its expanding client base. Consequently, we will evolve our compliance function, determining how to tailor that program to fit our transformed Black & Veatch and what changes must be made to the compliance program generally, as well as specifically to the training, due diligence, and investigative functions to address the risks involving new industries, markets, solutions and geographies.

Black & Veatch is committed to upholding the highest level of integrity and standards in ethics, morals, fairness and professionalism. We aim to influence by extending our standards wherever we do business. We believe ethics and compliance should be a bedrock of who and what we are, not simply something that's only thought about when there's a problem.

How businesses function can have profound, meaningful societal impacts. Dialogue that has given rise to global principles like the United Nations Sustainable Development Goals and the CEO Roundtable's revised declaration on the purpose of a corporation has elevated ethics and compliance programs, creating clearer pathways for positive societal business contributions.

While continuing to govern how the business — and their individuals — avoid violation of relevant laws and regulations and reduce reputational risk, today's best-run ethics and compliance programs truly reflect "doing the right thing," even when one has the right to do something else. If structured appropriately, they embody a company's purpose and values, reinforce culture and shape more desirable outcomes for all.

Program Overview and Update

Business ethics and anti-corruption reflect Black & Veatch's core values and go to the very heart of the company's reputation as a reliable, trusted provider of critical human infrastructure. It is among the most important, impactful material topics to Black & Veatch's professionals and clients.

Black & Veatch works in full compliance with the laws and regulations in all countries where we do business, with the unwavering expectation that our professionals engage in business practices compliant with regulations, policies, procedures and the law in all transactions with clients, shareholders, professionals, business partners and government agencies.

Black & Veatch's commitment to maintaining an ISO 37001-compliant program reflects our desire to be at the forefront of compliance issues. ISO 37001 certification for anti-bribery management system is the gold standard for anti-bribery compliance, and verifying Black & Veatch's compliance through regular audits ensures that we know we are operating at the highest possible level of integrity.

All Black & Veatch professionals must complete annual training appropriate to their role, as well as certify that they have and will report any known infractions. Training completion and performance metrics are used to ensure participation and to identify areas for improvement.

At the heart of the ethics and compliance program is the motto, "When in doubt, shout!" — reflecting Black & Veatch's commitment to providing each professional with timely assistance should an issue arise across 17 different compliance practices.

Inquiries and issues are fielded and resolved through supervisors, human resources business partners, compliance officers, company counsel, members of the compliance team, the "Compliance and Alert Line," and through Black & Veatch's ethics and compliance management program website. Compliance inquiries are directed to compliance team members 20 times more frequently than the website, demonstrating the results of the relationship-building done by the compliance team.

Black & Veatch is a member and active participant in the Construction
Industry Ethics & Compliance Initiative while adhering to the UK Bribery Act and Foreign Corrupt Practices Act, as well as other similar anti-corruption legislation in the countries where we do business.

For more information on the management of Black & Veatch's governance programs, including its business ethics and anti-corruption protocols, refer to the GRI Content Index and

"Black & Veatch remains steadfast in its commitment to fostering a culture of the highest ethics and compliance, partnering with our professionals to provide the training, support and open communication that help our professionals responsibly navigate the complexities of the markets and environments we serve. We remain steadfast in our reputation as a global company that consistently strives to do the right thing, continuously evolving and updating our compliance protocols as we transform as a company. Our professionals around the world recognize that the decisions and actions they individually undertake make all the difference."

Timothy Triplett General Counsel and Chief Compliance Officer

GRI Content Index and Performance Data

Organization and Management

GRI Standard Disclosure	Disclosure Title	Data/Location
102-1	Name of the organization	Black & Veatch, Inc. and its subsidiaries (collectively, “Black & Veatch”)
102-2	Activities, brands, products and services	See page 4, About Black & Veatch Black & Veatch primarily provides the following services: asset management, construction, management consulting, engineering, environmental services, experts on demand, operations and maintenance, performance management, procurement, and program and risk management.
102-3	Location of headquarters	See page 4, About Black & Veatch
102-4	Location of operations	Black & Veatch employs individuals in 22 countries. Nearly 85% of professionals are located in the U.S. No single country outside the U.S. includes greater than 10% of professionals. Countries are considered to have “significant operations” if they employ greater than 10% of Black & Veatch’s employee population.
102-5	Ownership and legal form	See page 4, About Black & Veatch
102-6	Markets served	i. See page 4, About Black & Veatch ii. See page 4, About Black & Veatch iii.Public and private utilities and infrastructure owners and financial institutions.
102-7	Scale of the organization	See page 4, About Black & Veatch https://www.bv.com/offices
102-8	Information on employees and other workers	a-c. See tables. All employment figures as of 31 December 2021. For the purposes of this report, craft workers and interns are considered temporary. d. Contractors are hired for construction projects. Contractor staffing levels will vary significantly from project to project. As of 31 December 2021, 5% of workers were contingent workers.

Professional type	Female professionals	Male professionals	Undisclosed professionals
Permanent	2125	5259	15
Temporary	136	1447	3
Total	**2261**	**6706**	**18**

Professional type	Female professionals	Male professionals	Undisclosed professionals	Region
Permanent	1722	4208	3	USA
	403	1051	12	Other
Total	**2125**	**5259**	**15**	
Temporary	136	1447	3	USA
	0	0	0	Other
Total	**136**	**1447**	**3**	

Professional type	Female professionals	Male professionals	Undisclosed professionals	Region
Full-time	2160	6609	18	
Part-time	102	98	0	
Total	**2261**	**6706**	**18**	

GRI Standard Disclosure	Disclosure Title	Data/Location
102-9	Supply chain	Black & Veatch engages a global supply chain of original equipment manufacturers, material suppliers, and subcontractors to deliver projects for clients.
102-10	Significant changes to the organization and its supply chain	As a project-based organization, the location of suppliers and relationships with suppliers changes annually, reflecting the composition of active projects. In 2021, the Black & Veatch Limited water business in the UK and the operating entities comprising our Water Asia group were divested.
102-11	Precautionary principle or approach	Black & Veatch is a market leader in delivering infrastructure solutions that improve human quality of life, expand economic activity, and minimize impacts to the environment that accommodate client-specific needs. Black & Veatch is committed to preventing environmental and health and safety incidents and actively works to prevent incidents in our office and on our job sites. We work to continuously improve our services, provide thought leadership and practice good stewardship of our operations, the environment, and the communities in which we work.
102-12	External initiatives	See pages 7-11, Black & Veatch Sustainability Program Management and page 30-31, Business Ethics and Anti-Corruption
102-13	Memberships of associations	AABC Commissioning Group (ACG) ACERA Acid Drainage Technology Initiative – Metal Mining Sector (ADTI-MMS) Advanced Energy Economy (AEE) Air Force Association (AFA) American Association of Cost Engineers International (AACE International) American Association of Petroleum Geologists American Chamber of Commerce-Chile American Clean Power Association (ACPA) (formerly: AWEA) American Concrete Institute (ACI) American Council for an Energy-Efficient Economy (ACEEE) American Council of Engineering Companies (ACEC) American Council of Engineering Companies of Metropolitan Washington (ACEC/MW) American Council on Renewable Energy (ACORE) American Gas Association (AGA) American Geophysical Union (AGU) American Institute of Architects (AIA) American Institute of Certified Planners (AICP) American Institute of Steel Construction (AISC) American Planning Association (member of Federal Planning Division and Florida Planning Division within APA also) (APA) American Public Gas Association (APGA) American Public Power Association (APPA) American Public Works Association (APWA) American Society for Metals (ASM) American Society for Quality - Divisions: Design & Construction, Energy & Environmental, Quality Management American Society of Civil Engineers (ASCE) American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE) American Society of Mechanical Engineers (ASME) American Society of Plumbing Engineers (ASPE) American Society of Safety Engineers American Water Works Association (AWWA) American Welding Society (AWS) Army Engineer Association (AEA) Asia Pacific Urban Energy Association (APUEA) Asia Wind Energy Association Associated General Contractors of America (AGC) Association of Edison Illuminating Companies (AEIC) Association of Environmental & Engineering Geologists Association of Metropolitan Water Agencies Association of Mexico Energy (AME) Association of Missouri Geologists Association of Old Crows (AOC) Association of Proposal Management Professionals (APMP) Association of Public-Safety Communications Officials (APCO) Association of Public-Safety Communications Officials Canada (APCO Canada) Association for Uncrewed Vehicles Systems (AUVS) Atlanta Geological Society Business Network for Offshore Wind CA Hydrogen Business Council (CHBC) Calstart Electricity Canada (formerly the Canadian Electricity Association) Canadian Institute of Mining, Metallurgy and Petroleum (CIM) CAMPUT Center for Hydrogen Safety (CHS) Center for Transportation and the Environment (CTE) CERES (NOT IN 2021) CharIN CIGRE Clean Fuels Ohio Cleantech San Diego Community Air Mobility Initiative (CAMI) Construction Industry Institute (CII) Construction Management Association of America (CMAA) Construction Owners Association of Alberta (COAA) Construction Users Roundtable (CURT) CTIA - Smart Cities Working Group Membership Design-Build Institute of America (DBIA) E Source E4 Carolinas Empire Clean Cities Energy Council of Canada Edison Electric Institute (EEI) Electricty Distributors Association (EDA) Electric Power Research Institute (EPRI) Energy Bar Association Energy Storage Association (ESA) Engineers Without Borders Fiber Broadband Association FORTH Fuel Cell & Hydrogen Energy Association Geological Society of America Green Hydrogen Coalition Grid Forward GridWise Alliance Hydrogen Council International Society for Mexico Energy (ISME) Institute of Electrical and Electronics Engineers (IEEE) International Association of GeoChemistry Interstate Natural Gas Association of America (INGAA) KC Tech Council Meeting of the Minds National Association of Regulatory Utility Commissioners (NARUC) National Council of Architectural Registration Boards (NCARB) National Defense Industrial Association (NDLA) National Demolition Association (NDA) National Fire Protection Association (NFPA) National Groundwater Association National Rural Electric Cooperative Association (NRECA) National Society of Professional Engineers (NSPE) National Trust for Historic Preservation North American Clean Water Association North American Council for Freight Efficiency (NACFE) Ontario Energy Association (OEA) Peak Load Management Alliance (PLMA) Public Utilities Fortnightly (PUF) Rocky Mountain Electrical League (RMEL) Society for Risk Analysis Society of American Military Engineers (SAME) Society of Cable Telecommunications Engineers (SCTE) Society of Environmental Toxicology and Chemistry (SETAC) Society of Fire Protection Engineers (SFPE) Solar Energy Industries Association (SEIA) Structural Engineering Association (SEAKM), KS, MO Structural Engineering Association (SEAKM), KS, MO – Charter Member Sustain OC Tennessee Society of Professional Engineers The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) UCA/IEEE Subcommittee UCAIUG OpenFMB User Group General Council on Finance and Administration (GCFA) United States Energy Association (USEA) US Association for Energy Economics (USAEE) US Green Building Council (USGBC) Utilities Technology Council (UTC) Utility Analytics Institute Veloz Vertical Flight Society Virginia Renewable Energy Alliance Water Environment Federation (WEF) Western Energy Institute (WEI) Women + Power Women + Power Alberta World Energy Council
102-14	Statement from senior decision-maker	See page 2, Foreword and Introduction and page 3, Q&A with Cindy Wallis-Lage.

GRI Standard Disclosure	Disclosure Title	Data/Location
102-15	Key impacts, risks and opportunities	Black & Veatch engineers, constructs and consults on critical human infrastructure projects—long-lived assets that generally improve human quality of life and expand economic activity while minimizing impacts on the environment. Our key stakeholders include: 1) our professionals who expect to be engaged in meaningful work, 2) our clients who expect we will deliver value-added projects, and 3) communities and our clients' customers who expect improved infrastructure service. Managing our portfolio of infrastructure pursuits and projects is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the market segment and profit and loss (P&L) levels. Market segments and P&L's identify, assess and factor in challenges and opportunities, including those related to sustainability trends, in their market assessments. Market assessments inform portfolio management decisions. In the reporting period, there was a qualitative increase in pursuits and projects related to clients' sustainability objectives. Black & Veatch is committed to providing industry-leading solutions for clients' most complex challenges which increasingly relate to stakeholder expectations, climate change, resource availability, aging infrastructure and others that intersect with the four pillars of sustainability (social progress, economic prosperity, environmental stewardship and good governance). See an additional description of opportunities and progress in each section of this Sustainability Report.
102-16	Values, principles, standards and norms of behavior	https://www.bv.com/company/mission-vision-values
102-17	Mechanisms for advice and concerns about ethics	All Black & Veatch professionals are required to complete annual training appropriate to their market segment and role, as well as certify that they have and will report any known infractions. Training completion and performance metrics are used to ensure participation and to identify areas for improvement. In addition to training and periodic updates, inquiries and issues are fielded and resolved through supervisors, HR Business Partners, Compliance Officers, company counsel, members of the Compliance team, the Compliance and Alert Line, and a web- intake capability through Black & Veatch's Ethics and Compliance Management Program website. Compliance inquiries are directed to Compliance team members 20 times more frequently than the web-intake form, demonstrating the results of the relationship-building done by the Compliance team.
102-18	Governance structure	See page 7, Sustainability at Black & Veatch. Black & Veatch's Executive Committee comprises the Chief Executive Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, General Counsel, Executive Directors, Presidents from Operations and Strategic Growth, and Presidents from the Connectivity & Commercial, Governments & Environment, and Energy & Process Industries market segments. The Executive Leadership Team is the primary governing body and is responsible for the strategic and operational activities of the company. The Executive Committee is guided by the Board of Directors. The Sustainability management team; Safety leadership team; Diversity, Equity & Inclusion Council; and Black & Veatch Foundation board are responsible for guiding priorities, policies and programs related to economic, environmental, and social topics.
102-20	Executive-level responsibility for economic, environmental, and social topics	See page 7, Sustainability at Black & Veatch. Black & Veatch's Executive Director of Sustainability and Resilience is the sponsor of the sustainability strategy and is responsible for multiple P&Ls and corporate functions and serves on the Executive Committee and Board of Directors.
102-21	Consulting stakeholders on economic, environmental, and social topics	See page 7, Sustainability at Black & Veatch. Black & Veatch's Executive Director of Sustainability and Resilience is the sponsor of the sustainability strategy and is responsible for multiple P&Ls and corporate functions and serves on the Executive Committee and Board of Directors.
102-22	Composition of highest governance body and its committees	https://www.bv.com/board-of-directors
102-32	Highest governance body's role in sustainability reporting	BBlack & Veatch's CEO reviews and approves the annual Sustainability Report.
102-40	List of stakeholder groups	Black & Veatch's professionals, clients and their customers, suppliers, and communities.
102-41	Collective bargaining agreements	3.8% of total employees are covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Black & Veatch conducted our first materiality assessment in 2020 and focused on engaging two key stakeholder groups: Black & Veatch's professionals and our clients. Professionals were engaged because they motivated Black & Veatch's corporate sustainability program. Clients were engaged because, as owners and operators of critical human infrastructure the services, utilities and functions they perform, and the work we do for them, align with the pillars of sustainability.

<table>
<tr><th>GRI Standard Disclosure</th><th>Disclosure Title</th><th>Data/Location</th></tr>
<tr><td>102-43</td><td>Approach to stakeholder engagement</td><td>
<table>
<tr><th>Stakeholder Group</th><th>Engagement Method</th></tr>
<tr><td>Professionals</td><td>• Company wide town halls with CEO and CFO
• Market segment-specific town halls with Presidents
• COVID-19 “Staying Connected” virtual town halls and videos
• Black History Month events
• Sustainability materiality assessment, survey and interviews
• Safety Week events
• Diversity, Equity & Inclusion (DE&I) Week events
• Juneteenth events
• DE&I “Conversations of Understanding” discussion series
• Pride Month events
• Executive Committee, Sustainability Steering Committee and Sustainability Catalysts meetings and working sessions
• DE&I Council and Partner Network meetings and working sessions
• Corporate Compliance Council meetings and working sessions
• Safety leadership team meetings and working sessions</td></tr>
<tr><td>Clients</td><td>• Executive briefings, roundtables, workshops, conferences, presentations and meetings
• Project-related engagement including site visits, meetings, stage-gate reviews and project close-out
• Peer-to-peer engagement with sustainability leaders
• Sustainable supply chain workshops, questionnaires and disclosures</td></tr>
<tr><td>Suppliers</td><td>• Executive briefings, roundtables, workshops, conferences, presentations and meetings
• Project-related engagement including site visits, meetings, stage-gate reviews and project close-out
• Peer-to-peer engagement with sustainability leaders
• Pre-qualification questionnaires regarding suppliers’ sustainability programs</td></tr>
<tr><td>Communities</td><td>• Project-related engagement on behalf of our clients
• Local community involvement and volunteerism
• Sponsorship and grantmaking</td></tr>
<tr><td>Industry Associations and Non-Governmental Organizations</td><td>• Executive briefings, roundtables, workshops, conferences, presentations and meetings
• Contributions to white papers, position papers and research</td></tr>
</table>
</td></tr>
</table>

GRI Standard Disclosure	Disclosure Title	Data/Location
102-44	Key topics and concerns raised	See pages 7-8, Sustainability at Black & Veatch.
102-45	Entities included in the consolidated financial statements	Not applicable. As a private company, Black & Veatch does not prepare public consolidated financial statements.
102-46	Defining report content and topic boundaries	See pages 7-8, Sustainability at Black & Veatch. Topic boundaries were established based on how Black & Veatch impacts each topic and if impacts are internal or external to the organization.
102-47	List material topics	See page 8, Sustainability at Black & Veatch.
102-48	Restatement of information	A Communication on Progress was submitted to the U.N. in July 2021 in the form of our 2020 Sustainability Report. There are no essential changes or corrections to the Communication on Progress in this Sustainability Report.
102-49	Changes in reporting	No significant changes from previous reporting periods in the list of material topics and topic boundaries.
102-50	Reporting period	The reporting period of the GRI Content Index and Performance Data comprises 1 January through 31 December 2021.
102-51	Date of most recent report	30 July 2021
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report or its contents	Amanda Odell, OdellA@bv.com
102-54	Claims of reporting in accordance with the standards	See page 2, About this Sustainability Report.
102-56	External assurance	External assurance was not sought for this report. Scopes 1, 2, and 3 greenhouse gas emissions were last verified by a third-party for Black & Veatch's 2019 emissions.

Material Topic: Health, Safety, and Security

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	The health and well-being of our people, their families and the communities in which we operate is a Core Value at Black & Veatch as evidenced by our materiality assessment results that place health, safety and security as the second of most important and impactful topic to Black & Veatch employees out of 28 topic areas. Black & Veatch has a team of safety professionals who work closely with the Executive Committee, Board of Directors and Safety Leadership Team to drive initiatives and manage programs and procedures for environmental management, safety, safety-by-design, training, incident reporting and feedback, drug-free workplaces, contractor qualification, and business continuity and emergency action plans. The team also leads select training for partners and clients: recognizing that continuous interface with our clients is key to achieving safety goals, we tailor our safety procedures and approach to address the specific needs of our clients and projects. Safety is priority because it is the right thing to do, everyone should go home safely each night. Additionally, from a financial point of view, a construction accident can also greatly impact productivity, schedule and on-time performance at a job site.
103-2	The management approach and its components	Business Practice 10.01: ESH&S Program Management includes our long-established "Think, Plan, Act" initiative to achieve Zero Injuries Today™ has been implemented and is managed by a Vice President and is managed by Black & Veatch's Corporate Environmental, Safety, Health & Security (ESH&S) team. We're committed to work environments where safety and health are pre-planned into every task, one day at a time, with a mindset that every injury is preventable. Our goal is zero injuries, and we provide clients and our professionals with the time, equipment and training necessary to achieve it. Our Employee Involvement Process (EIP) approach proactively improves behaviors and actions both on-site and in our offices. We apply research-supported intervention strategies to improve behaviors and actions, as well as mitigate hazardous conditions.
103-3	Evaluation of the management approach	Performance in managing health and safety across the organization is evaluated by the following: • Internal auditing via an ESH&S Score Card process administered on all projects. This evaluates compliance with established programs policies and procedures. • Leading and lagging indicators as developed through the Executive Committee and Safety Leadership Team. Typical incident rates (recordable incident rate; lost work day case rate; days away, restricted or transferred rate) are all used as lagging indicators. Black & Veatch utilized a list of several leading indicators as our primary focus area. These may include training completion, observations, daily inspections, craft involvement metrics, corrective action completion, etc. Leading indicators are selected by each business based on performance areas that they wish to either evaluate or improve. • Black & Veatch benchmarks with various groups (National Construction Safety Executives, Construction Industry Institute, Bureau of Labor Statistics). • An EIP is a prime source of stakeholder feedback, focused on craft and contractor inputs. Observation and corrective action processes result from these programs to assist with continual improvement. Our ESH&S web-page also has areas for professionals to offer suggestions. • Grievance mechanisms are typically managed through employee relations and well as the Alert Line.
403-1	Occupational health and safety management system	An occupational health and safety management system has been implemented to address both legal and risk requirements. To meet applicable legal requirements or other government-mandated requirements related to ESH&S (e.g. Occupational Safety and Health Administration in the U.S. and Health and Safety Executive in the U.K.) Black & Veatch implements policies and procedures applicable to all operations, globally. Programs can be enhanced or amended to address local or regional requirements. All work locations are required to abide by the applicable corporate procedures as well as any local/regional amendments. Our policies and procedures apply to all or our workforce. When engaged with contractors on projects we use a Loss Control Manual that sets an administrative structure for the project. This provides consistency on how the program is run and sets minimum standards for rules and processes. Contractual terms provide structure on our ESH&S responsibilities. If we are on a project where we are not responsible for construction safety, our professionals must abide by Black & Veatch rules and any additional requirements set forth by the client or construction contractor.

GRI Standard Disclosure	Disclosure Title	Data/Location
403-2	Hazard identification, risk assessment, and incident investigation	Hazard identification and risk assessment processes are multi-faceted. In general, there are three types of work exposures that we address, with the most hazardous/risky being project locations. This is followed by professionals that travel, then office environments. Project hazards are identified in the beginning stages of the project lifecycle as teams assess work operations and their risks. Risks are assessed and addressed through engineering, constructability or procurement actions to mitigate the hazards or lower the risk level through mitigations or other controls. Safety by Design practices are employed and if the hazards cannot be appropriately addressed through up-front controls, the project execution team is made aware that additional actions are required to address un-mitigated risks. When executing, our field teams use two primary tools to identify hazards and associated risks. First, the Job Hazard Analysis (JHA) process requires supervision to identify work tasks, identify hazards and associated risks and address those risks through mitigation or controls that either eliminates the hazard or addresses the risk level through other controls. This is where the hierarchy of controls is used. Prior to daily work activities, first line supervisors gather their crew to review the JHA components of the work they will perform that day (or shift). This is memorialized during the Safety Task Assignment (STA) meeting. Various checklists, reminders and processes are discussed during the STA so crews understand their work, it's hazards and control measure to mitigate risk. JHA's are evaluated routinely and the JHA process is reviewed during project score cards. The STA process is evaluated on a daily basis and businesses have implemented STA reviews to recognize supervisors that perform them well and assist supervisors that may need additional training or assistance. The STA is also used as a feedback tool for our craftsmen/women to provide their assessment of how well policies and procedures are working. EIP observations are also evaluated for feedback commentary from our craft. During hiring processes (on-boarding/orientation) we instruct all personnel of our Stop Work Authority (SWA). Every person within our company, or working on our job has SWA and are encouraged to use it when they are not comfortable with a work assignment or view a hazard or risk that is not properly addressed. The EIP process also encourages participants to engage in meaningful conversations with their peers to address at-risk behaviors or conditions. SWA is encouraged and individuals that exercise SWA are recognized in a positive way, not chastised. SWA is discussed at every STA meeting and is on the STA form for all to see. At Black & Veatch, SWA is not just a slogan it is an expectation, regardless of one's title or position. Black & Veatch has incident reporting criteria and educates all professionals on incident reporting processes and expectations. Incidents involving injury, environmental events, property damage, security events, near-miss events, etc. are all collected and classified in our Safety Management System software "DoneSafe". At a project level, each incident is evaluated and based on risk potential, various forms of investigation take place. Every Friday, the Safety Leadership Team (SLT) reviews every reported incident. Incidents are evaluated based on risk or potential risk and those incidents are pulled into our incident review process. At least once a week, incidents pulled from the SLT review and brought to a group meeting for discussion. The responsible supervisor, conducts the investigation and prepares a presentation based on our incident review process template. Description of the incident, involvement, contributing factors, 5-Why analysis, root cause determination and corrective actions are covered. If the group agrees with the findings, corrective actions are verified and placed in our management system and tracked to completion. If additional actions are required of the investigation team, they are supported and additional investigation commences. Corrective actions are classified based on impact and complexity. Program and policy changes are assigned to the VP-ESH&S for action.
403-3	Occupational health services	We utilize personnel that are properly trained and certified in first-aid, CPR and the use of AED's. Project and office locations have access to trained responders to assist with minor injuries and initiate external support when needed. Our Emergency Action Plan guides this process. For occupational injuries/illnesses we utilized local clinics and hospitals based on vetting and availability. Our workers' compensation program also is engaged in local care and treatment facilities. We also engage a virtual medical provider that is available 24/7/365 and consists of occupational physicians to triage worker injuries and illnesses. If additional, off-site, care is needed, the medical provider's physician will engage the local provider to ensure that proper care and treatment is being rendered. The medical provider's physician also follows up with the injured person to check on diagnosis, prognosis and treatment plans. Injury/illness cases are tracked and reported until the case is closed by the physician. If workers compensation is involved, they coordinate all care and treatment via nurse case managers. Black & Veatch evaluates all medical services routinely to validate that our professionals receive the best care possible.

<table>
<tr><th>GRI Standard Disclosure</th><th>Disclosure Title</th><th>Data/Location</th></tr>
<tr><td>403-4</td><td>Worker participation, consultation, and communication on occupational health and safety</td><td>We implement an EIP where craft and staff professionals have opportunities to provide observations and feedback related to ESH&S matters. EIP is introduced in orientation and reminders are provided daily during the STA process. EIP observations are collected and evaluated to address concerns or suggestions for improvement. Projects recognize observations/suggestions at all-hands meetings and provide trinkets or other small token of appreciation.

Each project institutes a Craft Safety and Health Committee where each predominate craft is represented. Meetings are held (at least monthly) and the committee discusses ESH&S matters, improvements, suggestions, etc. Committees also review the EIP observations and choose which suggestions deserve additional recognition. At a more senior level, projects gather our clients and leaders from subcontractors at Executive Safety Committee meetings. These leaders typically assemble monthly to discuss ESH&S issues and improvement opportunities. At the corporate level, market sectors have Safety Leadership Teams composed of senior leaders and safety professionals. They also meet routinely to evaluate progress toward business safety plans and address issues or concerns. At the most senior level, the company has a SLT ccomposed of senior leaders (VP or above) which also includes market sector Presidents, the CFO and CEO. This group meets weekly to discuss incidents, perform incident reviews (on the most critical incidents), evaluates corrective actions and works on actions and initiatives to drive progress and strengthen culture. In total there are well over 100 committees and/or groups that meet to discuss ESH&S matters comprising well over 1,000 individual participants.</td></tr>
<tr><td>403-5</td><td>Worker training on occupational health and safety</td><td>Black & Veatch has a comprehensive ESH&S training program. From mandatory annual safety refresher training to tool/equipment specific training. There are hundreds of training offerings at every level of the organization (craft to supervisor).</td></tr>
<tr><td>403-7</td><td>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</td><td>To prevent or mitigate significant negative occupational health and safety impact, Black & Veatch effectively and consistently implements our programs, policies and procedures. At the highest level, our Enterprise Risk Management (ERM) group facilitates risk awareness, risk assessment and risk mitigation at the corporate level. Market Sectors use the ERM models to evaluate risk at the business and project level. Controls, mitigations, and other actions to address these risks are executed.</td></tr>
<tr><td>403-9</td><td>Work-related injuries</td><td>a. See Employees table. 18,399,625 were hours worked by employees in 2021.
b. See Contractors table. 6,109,221 hours were worked by contractors in 2021.
c. See table footnotes.
d. See pages 21-22, Health, Safety and Security.
e. Rates have been calculated based on 200,000 hours worked.

Employees
<table><tr><th>Safety Metric</th><th>Number</th><th>Rate</th></tr><tr><td>Fatalities</td><td>0</td><td>0</td></tr><tr><td>Lost Time Incidents</td><td>1</td><td>0.01</td></tr><tr><td>Days Away, Restricted and Transfer (includes lost time incidents)</td><td>3</td><td>0.03</td></tr><tr><td>Total recordable work-related injuries</td><td>20</td><td>0.16</td></tr></table>Main work-related injuries for all: lacerations.

Contractors
<table><tr><th>Safety Metric</th><th>Number</th><th>Rate</th></tr><tr><td>Fatalities</td><td>0</td><td>0</td></tr><tr><td>Lost Time Incidents</td><td>0</td><td>0</td></tr><tr><td>Days Away, Restricted and Transfer (includes lost time incidents)</td><td>0</td><td>0</td></tr><tr><td>Recordable work-related injuries</td><td>10</td><td>0.08</td></tr></table>Main work-related injuries for contractors: Strains/sprains</td></tr>
</table>

Material Topic: Black & Veatch Foundation and Community Partnerships

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Black & Veatch prides itself on its heritage, values and ownership structure and continues to build on the legacy of the company founders, Ernest Bateman Black and Nathan Thomas Veatch. The two local university graduates formed a partnership with 12 professionals in downtown Kansas City in 1915, creating the foundation of our ongoing mission: Building a world of difference through innovation in sustainable infrastructure. Sustaining and delivering critical human infrastructure to our communities is an ethos that pervades the halls of Black & Veatch, from Overland Park, United States, to Santiago, Chile, to Beijing, China, and manifests itself through our philanthropic giving and community partnerships. The Black & Veatch Foundation coordinates donations to organizations and programs worldwide and our professionals organize many other charitable and volunteer initiatives. The Black & Veatch Foundation provides a way for the company and professionals to give back and create impact that aligns with Black & Veatch's Mission and Values to build a world of difference in the communities where we live and work.
103-2	The management approach and its components	Black & Veatch Foundation and Community Partnerships Through the Black & Veatch Foundation, Black & Veatch is committed to aligning our giving with UN SDGs: STEM education, gender equality, humanitarian aid in global disasters, and our signature programs. The structure and focus of the Black & Veatch Foundation is designed to reinforce accountability, streamline processes, extend grants into more diverse geographies and align our program to the UN SDGs. The Foundation has renewed focus on tracking donations and demonstrating outcomes more effectively, supporting the closer alignment of donations and activities to our strategic goals, and continually reinvigorate those overseeing the program. The Black & Veatch Foundation and community partnerships program management is evaluated by the following: • The Black & Veatch Foundation is sponsored by the Chief Executive Officer and managed by the Black & Veatch Foundation Team within the Human Resources Global Experience Team. The Black & Veatch Foundation Board has final authorization on grant decisions, made on a quarterly basis, and comprises of the regional chairs plus the Chief Human Resource Officer. • Black & Veatch Foundation Regional Committees currently convenes at our three most active regions: the United States; Asia Pacific; and Europe, the Middle East and Africa. • All grants require an officer to serve as Executive Sponsor. • Reviewing grant requests under $10,000 has been streamlined where the Black & Veatch Foundation team can assess them before submission for committee approval. • Grants in excess of $10,000 require full assessment by the Committee at regional and Board level. Only grants submitted by Black & Veatch professionals are considered. • Publication of the Black & Veatch Foundation Annual Report • All grant recipients are now asked to complete an annual report and from 2021, recipients of donations of more than $100,000 will be asked to make an annual outcomes-based presentation to the Black & Veatch Foundation Regional Committee and Board.
103-3	Evaluation of the management approach	Performance of the Black & Veatch Foundation and community partnerships across the organization are evaluated by the following: • Annual outcomes-based presentation from recipients of large donations • Participation in our Matching Gift Program that matches gifts from teams and enables professionals to donate directly to the Black & Veatch Foundation and Employee Hardship Fund • Alignment of donations with our strategic goals For more information see the Black & Veatch Foundation Report
413-1	Operation with local community engagement, impact assessments, and development programs	See pages 24, Black & Veatch Foundation and Community Partnerships.

Material Topic: Diversity, Equity & Inclusion and Human Rights

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	A welcoming, inclusive and diverse workplace is an incubator for innovative thinking and an open platform for professionals to be at their best and contribute in a meaningful way to our clients' success. When people feel safe and respected, the future we all want to create is in reach. Black & Veatch understands the value of a diverse workforce and is committed to championing a data-driven approach by expanding tracking beyond gender and ethnicity to focus on other intersections of identity.
103-2	The management approach and its components	Black & Veatch is committed to advancing and elevating women and racially and ethnically diverse professionals; embracing LGBTQIA+ authenticity at work; and creating an inclusive, accessible workplace for persons with disabilities. Black & Veatch appointed a new DE&I Manager and DE&I Council in 2020 to drive program success at the influential leadership level and to connect initiatives to Black & Veatch's broader business strategy. Black & Veatch's DE&I Program is led by and managed out of Black & Veatch's Global People Experience organization, and governed by Black & Veatch's Code of Conduct, DE&I Policy and Non-harassment Policy. Any policy violations can be reported to an independently operated compliance alert line. Global HR implements inclusion strategies and policies, and incorporates DE&I into functions like recruitment, employee engagement and talent management. Through a series of workshops and events, the Manager, Council, Partner Network and other stakeholders created a new DE&I Strategy that launched in early 2021.
103-3	Evaluation of the management approach	Performance in managing diversity, equity and inclusion across the organization is evaluated by the following: • DE&I Strategy performance against established benchmarks of clients, competitors and the community to drive evidence-based progress against targets • Participation in events and partnership opportunities with Employee Resource Groups that elevate the grassroot voices with the Executive Committee and drive regular sharing sessions with the CEO • Participation in cultural "unfreezing" sessions with Black & Veatch officers (second tier of leadership) at the 2021 Black & Veatch Owners Meeting as well as other educational and engagement activities for these internal influencers • Partnership opportunities with external organizations • Participation in the collection of demographic data from professionals and candidates that allows professionals to self-identify sexual orientation, gender identity, caregiving, and disability status. By comprehensively measuring diversity Black & Veatch is able to better track goals to develop the most effective DE&I Program.

GRI Standard Disclosure	Disclosure Title	Data/Location
405-1	Diversity of governance bodies and employees	a. Black & Veatch's Board of Directors is composed of both internal and external members. Demographic data are not available for external board members. a. i. Board of Directors: 21% female ii. Board of Directors: Information unavailable iii. Board of Directors: Information unavailable b. i. Gender composition of employees by employee category - See table below ii. Age composition of employees by employee category - See table below iii. Information unavailable

Age composition of employees by employee category

	Age			
Leadership Level	**<30**	**30-50**	**50+**	**No Data**
Individual Contributor	24.0%	51.3%	24.1%	0.6%
Supervisor	5.0%	64.6%	29.9%	0.5%
Department Head	0.0%	57.6%	42.4%	0.0%
Officer	0.0%	30.2%	69.8%	0.0%

Gender composition of employees by employee category

	Gender		
Leadership Level	**Female**	**Male**	**Undisclosed**
Individual Contributor	26.6%	73.2%	0.2%
Supervisor	22.5%	77.4%	0.1%
Department Head	28.8%	71.2%	0.0%
Officer	12.3%	87.7%	0.0%

411-1	Incidents of violations involving rights of indigenous peoples	None
412-1	Operations that have been subject to human rights reviews of impact assessments	None
412-2	Employee training on human rights policies or procedures	99+% of Black & Veatch employees received training on human rights policies and procedures in 2021, totaling 15,395 hours under the following training categories: -Anti-harassment and Discrimination -Ethics and Compliance -Diversity and Inclusion

Material Topic: Talent Management, Learning and Development

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Connecting our talented professionals to the problems they want to solve cultivates a culture of continuous professional and personal development, enabling people to reach their full potential. Black & Veatch benefits from a passionate and engaged workforce that brings both expanded and new skills to their roles. Talent management and learning and development is a key element of Black & Veatch's 2023 Strategy: upskilling and reskilling develops capabilities that allow talent to respond to market needs and creates a more flexible and adaptable workforce. Developing our people ultimately allows talent to grow and move more fluidly across the company while keeping institutional knowledge within the organization.
103-2	The management approach and its components	Professional development and career advancement are supported through the design and delivery of leadership, skill-based, and compliance-based programs that are aligned with Black & Veatch's strategic objectives. Execution on this material topic is led by Black & Veatch's Global Talent Management and Talent Development organization under the guidance of Corporate Policy 5.01 — Personnel Policies and Procedures. Several professional development programs give professionals exposure to, and mobility across, the company, regardless of their tenure. These include the Experience, Develop, Guide and Excel (EDGE) Program that provides a blend of rotational job experiences, mentoring and structured training curriculum to broaden graduate and earlier-career professionals exposure. The Dimension Program helps experienced professionals expand their careers by identifying their strengths and interests and facilitating networking within the company. The NextOpps platform connects short-term project opportunities with professionals seeking new or different opportunities. The Availability Pulse Survey helps fill rapid-response roles to meet clients' needs.
103-3	Evaluation of the management approach	Performance in managing talent, learning and development across the organization is evaluated by the following: • A range of metrics are used to steer talent development in Black & Veatch including DE&I metrics, benchmark strength analyses for key roles, attrition and promotion rates, retirement risks, and competencies and skills inventories • Completion of annual Safety, Ethics & Compliance, and Cybersecurity Awareness courses are cornerstone company-wide training, with optional Sustainability training courses first made available in 2021.
404-2	Programs for upgrading employee skills and transition assistance programs	a. As discussed above, the EDGE program, Dimension Program, and NextOpps platform are provided to facilitate the upskilling of employees. Black & Veatch also provides hundreds of on-demand training programs and annual career and personal development conferences such as the People Conference and Technology Days where dozens of sessions are facilitated by internal and external experts to help professionals learn more in their chosen topic areas. b. Since 2002, Black & Veatch has developed annual succession plans and conducted talent reviews. Succession planning looks at critical positions and identifies internal and external successors who may fill a role when a critical position comes open. Talent review examines business objectives and looks at what talent is required to execute on our strategy. One output of the talent review is identifying groups of professionals for targeted development to boost their leadership skills to meet our strategy and to prepare them better for changing roles and work assignments. Black & Veatch offers a variety of programs for continued employability. Dimension is an online rotations platform that gives all professionals the chance to easily identify potential opportunities for career growth and progression using an automated, step-by-step process. EDGE provides early career professionals a unique combination of rotational job experiences, structured training, and direct access to business leaders to accelerate career progression. NextOpps is an on-demand "gig" work platform that connects short-term projects to professionals who may have time available or want to expand their skill set.

Material Topic: Labor Rights and Well-Being

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Cultivating a holistic view of physical and mental health fosters an empathetic and productive workforce. Investing in personal well-being provides benefits beyond the workday, and Black & Veatch believes everyone deserves to have access to support and resources when and where they are needed. Black & Veatch has a fundamental duty to ensure safety, equality and a harassment- and discrimination-free environment for its professionals. Ensuring every professional has a sense of belonging, inclusion and psychological safety gives professionals a higher level of job satisfaction, loyalty and sense of well-being. Providing professionals with fair and equitable pay and benefits, leave and employment protection ensures we attract and retain the best professionals.
103-2	The management approach and its components	Corporate Policy 5.01— Personnel Policies and Procedures, authorizes Black & Veatch's Chief HR Officer to develop, maintain and implement a Policy and Procedure Manual, which houses all major human resource processes and employment best practices and serves as a reference for supervisory professionals to administer Black & Veatch policies. A confidential alert line and full HR investigation process is used to handle all employee grievances.g
103-3	Evaluation of the management approach	Performance in managing labor rights and well-being across the organization is evaluated through a series of mechanisms including external audits for equitable practices by the Office of Federal Contract Compliance Programs, internal audits for disciplinary actions, Affirmative Action planning for hiring and recruitment, annual market pay equity analysis, external performance ratings and organizational surveys.
402-1	Minimum notice periods regarding operational changes	Not applicable for BVCI construction industry collective bargaining agreements.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk*	Not applicable for BVCI construction industry collective bargaining agreements..

Material Topic: Carbon Footprint and Climate Change

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	As a project-based infrastructure company, managing our own carbon footprint and understanding how the infrastructure projects we work on intersect with the global carbon cycle is a priority. Impacts occur on infrastructure project sites, in the networks and systems projects are interconnected with, and within the communities and environments where projects are situated. Upgrading, retrofitting, and replacing infrastructure in a way that it is resilient and adaptive to evolving environmental conditions while reducing and then drawing down the accumulation of GHG in the atmosphere is one of the greatest challenges and opportunities to ensure the increase in global mean temperatures stays below 1.5° C.
103-2	The management approach and its components	Black & Veatch's Corporate Policy — 8.01 provides a framework for aligning our commercial objectives with environmental stewardship, social progress, economic prosperity, and good governance. Black & Veatch's Sustainability team has authority to collaborate with stakeholders and to integrate this framework with applicable corporate policies (e.g., travel policy). By 2023, Black & Veatch will reduce Scope 1 and 2 emissions by 40% and overall GHG emissions (Scope 1, Scope 2 and Scope 3 business travel and teleworking) by 20% from a 2019 baseline. After 2023, Black & Veatch will continue reducing our GHG emission and be net zero for our overall GHG emissions by 2025.
103-3	Evaluation of the management approach	Success is measured based on our ability to reach our GHG carbon emissions reductions goals and to provide decarbonization and climate adaptation solutions for our clients. Performance in managing carbon footprint and climate change across the organization is evaluated by the following: • Annual carbon footprint analysis for Scope 1, Scope 2 , and Scope 3 business travel and remote work of Black & Veatch operations is used to evaluate progress against our emissions reduction goals. • A GHG emissions inventory was conducted in 2021 for the infrastructure Black & Veatch designs and builds and will be used to inform future actions related to a reduction in GHG emissions. • Subject matter experts defined calculation methods for assets including water and wastewater treatment plants, conventional power generation plants, substations, telecommunications towers, gas processing facilities, and data centers. In 2021, baseline emissions from 2018 through 2020 were calculated and will be used to inform future actions on how we execute work.
302-1	Energy consumption within the org	a. 235,606,314 MJ, Fuel types used: natural gas, diesel, gasoline, purchased electricity, purchased heating. b. 0 c. i. 28,765 MWh ii. 22,625 MWh iii. 0 iv. 0 d. i-iv. 0 e. 235,606,314 MJ f. The Climate Registry (TCR) 2021 Emission Factors; GHG Protocol g. https://www.eia.gov/energyexplained/units-and-calculators/energy-conversion-calculators.php
302-2	Energy consumption outside the org	a. 41,655,679 MJ b. The Climate Registry (TCR) 2021 Emission Factors; GHG Protocol c. U.S. Energy Information Association, https://www.eia.gov/energyexplained/units-and-calculators/energy-conversion-calculators.php
302-3	Energy intensity	a. 84,019 MJ/$million b. Energy intensity is calculated using 2021 revenue of $3,300 million. c. Energy types: natural gas, diesel, gasoline, purchased electricity, purchased heating. d. Energy consumption considers energy use inside and outside the organization.

GRI Standard Disclosure	Disclosure Title	Data/Location
305-1	Direct (Scope 1) GHG emissions	a. 3634.14 tCO2e b. CO2, CH4, N20, HFCs c. 0 d. 2019 i. 2019 was the year carbon reduction goals were identified and GHG emissions calculations were third party verified. ii. See page 14, Carbon Footprint and Climate Change iii. N/A e. The Climate Registry, GHG Protocol f. Operational control g. The Climate Registry, GHG Protocol
305-2	Energy indirect (Scope 2) GHG emissions	a. 13,295.0 tCO2e b. 13,295.0 tCO2e c. CO2, CH4, N20 d. 2019 i. 2019 was the year carbon reduction goals were identified and GHG emissions calculations were third party verified. ii. See page 14, Carbon Footprint and Climate Change iii. N/A e. The Climate Registry, GHG Protocol f. Operational control g. The Climate Registry, GHG Protocol
305-3	Other indirect (Scope 3) GHG emissions	a. 5890.54 tCO2e b. CO2, CH4, N20 c. 0 d. 2019 i. 2019 was the year carbon reduction goals were identified and GHG emissions calculations were third party verified. ii. See page 14, Carbon Footprint and Climate Change iii. N/A e. The Climate Registry, GHG Protocol f. Operational control g. The Climate Registry, GHG Protocol
305-4	GHG emission intensity	a. 7.23 tCO2e/$million b. GHG emissions intensity is calculated using 2021 revenue of $3,300 million. c. Scope 1, Scope 2 (market based), Scope 3 d. Calculation includes all of the following: CO2, CH4, N2O, HFCs, PFCs, SF6, and NF3

Material Topic: Water Stewardship

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Black & Veatch works with major water utilities and across the power, mining, data centers, gas, fuels, chemicals, industrial and manufacturing sectors, where water is a major input. Our ability to address the complexity and local nature of water as a critical resource—and do so at scale—lies at the foundation of our commitment. Infrastructure projects in the industries that Black & Veatch serves, withdraw, consume, reuse, and discharge water. Designing, upgrading, retrofitting, and replacing infrastructure so that it more effectively uses water is core to our business. As a project-based infrastructure company, managing our own water footprint and understanding how the infrastructure projects we're engaged in intersect with the global water cycle is important. Impacts occur in watersheds where infrastructure projects are sited, on infrastructure project sites, in the networks and systems with which projects are interconnected, and within the communities and environments where projects are situated.
103-2	The management approach and its components	To manage our operational water use, Black & Veatch conducts an annual water use assessment for our operations to managing direct and indirect water use in offices, on construction sites, and in our supply chain. We have made a commitment to helping clients achieve their objectives for the sustainable use of water—management, sourcing, consumption, reuse and discharge. In 2021, we conducted a water use assessment for the infrastructure projects we work on and use it to inform future actions. Black & Veatch periodically utilizes surveys to establish geographic- specific teleworking water use for our operational water use assessment.
103-3	Evaluation of the management approach	Performance in managing water stewardship across the organization is evaluated by analyzing results of the following calculations/measurements and creating relevant actions plans for improvement: • Conducting a 2018 – 2020 baseline water use assessment for the infrastructure projects we work on; first annual disclosure in 2022, according to the CEO Water Mandate disclosure framework • Utilization of findings of our water use assessment to better manage direct and indirect water use in offices, on construction sites and in our supply chains • Conducting construction site water consumption for our operational water use assessments • Conducting geographic site teleworking water use for operational water use assessment
303-1	Interactions with water as a shared resource	The majority of Black & Veatch's operational interaction with water occurs in two circumstances: the first is consumption of (typically) surface water that has been treated by municipal- and regional-water utilities that is delivered to the homes and offices Black & Veatch professionals work in, and discharged to municipal wastewater systems. This includes drinking water, water used in company kitchens and break areas, and water used for sanitation and hygiene. The second is water managed and consumed on construction sites. The scope and scale of our operational interaction with water varies from project to project, but includes drinking water, dust suppression, stormwater management, dewatering excavations, hydrotesting, and water used during the startup and commissioning phases of projects, among others. Withdrawals and discharges of water vary by project but are typically surface water. The protection of the environment, pollution prevention, and reduction of impact from projects is of utmost concern during construction activities and all projects obtain and maintain relevant permits for discharges, stormwater pollution prevention plans, and mitigation measures for stormwater impact according to local, state and federal regulating agency requirements. In addition to our operational interaction with water, Black & Veatch engineers, constructs and consults on infrastructure projects that withdraw, consume and discharge water. As part of the sustainability commitments we made in 2020, we conducted a water footprint assessment for the infrastructure projects we work on.
303-2	Management of water discharge-related impacts	As an engineer, constructor and consultant for clients in industries that discharge significant volumes of water (e.g. municipal drinking water, municipal waste water, power, energy, mining) Black & Veatch regularly supports clients in meeting local, state, federal and sector-specific water quality standards and guidelines. As an organization, our operational discharges occur in two circumstances: discharge to municipal wastewater systems from the homes and offices (one owned, the remainder leased) Black & Veatch professionals work in. The second is water discharged on construction sites. The protection of the environment, pollution prevention, and reduction of impact from projects is of utmost concern during construction activities and all projects obtain and maintain relevant permits for discharges, stormwater pollution prevention plans, and mitigation measures for stormwater impact according to local, state and federal regulating agency requirements.

Material Topic: Biodiversity and Habitat

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Large infrastructure projects such as those that are designed and built by Black & Veatch have the potential to cause long-term and catastrophic impacts on biodiversity and habitat. Infrastructure projects must work in harmony with the environments and communities in which they are built, and they must be adaptive and responsive to the environment to preserve and restore biodiversity and habitat. Furthermore, rapidly evolving regulations and stakeholder expectations demand that projects include comprehensive environmental science, regulatory, climate and sustainability solutions. Black & Veatch's operations intersections with the natural world include existing office buildings where our professionals work as well as temporary project construction sites, including both previously developed and greenfield construction sites that represent the greatest potential impact to biodiversity and habitat sensitivity.
103-2	The management approach and its components	Black & Veatch operates an ISO 14001-compliant environmental management system (EMS) and maintains ISO certification in specific geographies. The Black & Veatch EMS governs biodiversity and habitat on our project construction sites through our Endangered Wildlife and Protected Habitats Procedure. The Black & Veatch Sustainability team goal for this material topic is to begin mapping project construction sites relative to areas of high biodiversity and habitat sensitivity to build awareness and potentially inform future actions and procedures. Black & Veatch employs geologists, biologists, ecologists, environmental scientists and other subject matter experts who contribute to sustainable project execution in relation to biodiversity and habitat.
103-3	Evaluation of the management approach	Performance in biodiversity is evaluated based on individual project performance requirements. Project managers ensure that Black & Veatch and any contractor or subcontractor obtains the permits and licenses required for project construction and to comply with permit conditions, environmental impact statement mitigation requirements, applicable standards and good engineering practices for habitat management, noise compliance, and other environmental management issues associated with construction.

Material Topic: Sustainability Policy

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Critical human infrastructure projects are long-lived assets that improve human quality of life and expand economic activity. Black & Veatch's goal is to design and build these projects while minimizing impacts on the environment. The engineers, constructors and consultants that work on these projects have the potential to change the world. Collectively, these professions and the organizations that govern their actions must take responsibility to preserve life, protect the environment and consider the far-reaching and long-lasting consequences of infrastructure. The work we do for our clients is the greatest impact we can have which is why we are committed to engraining sustainability in our project design and execution. How we deliver innovation in sustainable infrastructure is as important as what we deliver. Embedding sustainability principles into how we think as an organization demonstrates Black & Veatch's innovative culture and our commitment to sustainable outcomes.
103-2	The management approach and its components	Black & Veatch's Corporate Policy—8.01 provides a framework for aligning our commercial objectives with the pillars of sustainability. The program's working group, facilitated by the Sustainability team, includes a cross-section of stakeholders and subject matter experts to address the diversity of clients, geographies, project phases, roles, scopes, technologies and infrastructure types that are representative of our work. A formal working group of cross-market segment and cross- functional stakeholders will refine a company-wide sustainability procedure, known as Sustainable by Design. We will also establish feedback loops with our clients to validate the value of the program, and with our professionals to continuously improve implementation. The workstream and implementation will be governed by the chief engineers, quality managers and execution manual owners across all Black & Veatch market sectors, supported by the Sustainability leadership team.
103-3	Evaluation of the management approach	Performance in sustainability policy across the organization is evaluated by the following: • Rate of adoption for expanding the use of sustainability principles into all group member selections • Stakeholder engagement and Sustainable by Design working group member selection • Number of Sustainable by Design pilot projects and ISI Envisions projects/certifications implemented. • Introduction of updated 2021 Sustainability Policy to reflect 2023 commitments and strategy • Chartering of cross-functional, company-wide Sustainable by Design working group • Number of Black & Veatch professionals completing optional on-demand sustainability training modules to measure interest and engagement.
306-1	Waste generation and significant waste related impacts	Most of our waste is non-hazardous. Soil contaminated with diesel or hydraulic oil from faulty lines on equipment on site, oily water, etc. All waste generated as part of construction outside of these are the responsibility of the client or owner and is included in their waste generation
306-2	Management of sgnificant waste-related impacts	Black & Veatch recycles in office locations, leverages available options for material recycling in construction locations, and recycles oil generated on project sites when possible. When possible, green bulbs are purchased to prevent generation of universal waste. Black & Veatch has a commercial relationship with a third-party that manages and tracks all waste generated on Black & Veatch sites. All waste is tracked and sent to only vetted and approved facilities for disposal to limit the number of locations we send materials. Waste is tracked in an on-line system by the third-party providing Black & Veatch visibility into all site locations, profiles, disposal locations, and copies of all manifests. Sites keep manifests in project files, but corporate tracks through the on-line system as well.
306-3	Waste generated	Black & Veatch tracks waste claimed under our name at active field projects but does not track waste generated by office operations. As an EPC service provider, the majority of construction site waste is generated and claimed by our clients. In 2021, Black & Veatch was responsible for 6.23 metric tons of construction site waste.

GRI Standard Disclosure	Disclosure Title	Data/Location
306-4	Waste diverted from disposal	On project sites, nearly all waste is the responsibility of the client/owner. The amount of waste Black & Veatch is responsible for that is diverted from disposal is minimal and therefore not tracked.
306-5	Waste directed to disposal	AAll hazardous waste tracked by Black & Veatch is generated offsite. Hazardous construction site waste in 2021 included the following: UN2794 Waste Wet Batteries, Filled with Acid (D002, D008) – 0.23 metric tons - Sent for reclamation and recovery UN1993 Waste Flammable Material (D001, D035) – 0.02 metric tons - Used for energy recovery in fuel blending Universal construction site waste included the following: UN3077 Universal Waste Lamps (Mercury containing) – 0.06 metric tons - Sent for metals recovery Non-hazardous construction site waste in 2021 included: Non DOT regulated materials (oil contaminated soils from hydraulic line leaks, spills, etc.) – 5.34 metric tons
307-1	Non-compliance with environmental laws and regulations	No incidents of non-compliance with environmental laws and/or regulation occurred during the reporting period or in the previous 5 years. Black & Veatch has had one reportable incidents in the past 5 years. In April 2020, a transformer was damaged and leaked approximately 100 gallons of superfine transformer oil. All spilled material and impacted soil was excavated and disposed of properly.
308-1	New suppliers that were screened using environmental criteria	16%
414-1	New supplier that were screened using social criteria	100% All new suppliers are automatically screened using a set of legal and social criteria. Any vendors flagged for concerns are not considered.

Material Topic: Business Ethics and Anti-Corruption

GRI Standard Disclosure	Disclosure Title	**Data/Location**
103-1	Explanation of the material topic and its Boundaries	Business ethics and anti-corruption reflect Black & Veatch's Core Values and go to the very heart of the company's reputation as a reliable and trusted provider of critical human infrastructure; it is one of the most important and impactful material topics to Black & Veatch's professionals and clients. We want to be recognized as a company that upholds the highest level of integrity and standards in ethics, morals, fairness and professionalism, and aim to influence by extending our standards wherever we do business.
103-2	The management approach and its components	Black & Veatch's Ethics & Compliance Management Program is governed by Corporate Policy 4.11 — Compliance, is overseen by the Chief Compliance Officer and managed by the Chief Compliance Manager with support from the Assistant Compliance Manager and a network of Compliance Officers assigned to each market segment and major global office. The Corporate Compliance Council consists of Compliance Officers, market segment Legal Counsel, and the Chief Compliance Manager. The Corporate Compliance Council underpins Black & Veatch's compliance efforts and supports the implementation, auditing, and training activities required under our Code of Conduct. The Compliance team coordinates due diligence requirements to ensure that every third-party has been properly vetted and, if necessary, implements mitigation measures and training so that the possibility of corruption is minimized. The Council also aids in oversight of the Program. Black & Veatch will maintain an ISO 37001-compliant, anti-bribery management system across global operations.
103-3	Evaluation of the management approach	Performance in business ethics and anti-corruption across the organization is evaluated by the following: • Results of periodic risk assessments, audits, and training programs • All Black & Veatch professionals are required to complete annual training appropriate to their business unit and role, as well as certify that they have and will report any known infractions. Training completion and performance metrics are used to ensure participation and to identify areas for improvement. • Ethics inquiries and issues are fielded and resolved through supervisors, HR Partners, Compliance Officers, company counsel, members of the Compliance team, the Compliance and Alert Line, and a web-intake capability through Black & Veatch's Ethics & Compliance Management Program website • Tracking of compliance inquiries that are directed to Compliance team members 20 times more frequently than the web-intake form, demonstrating the results of the relationship-building done by the Compliance team
205-1	Operations assessed for corruption risks	100%. This was performed through (i) internal assessments performed by each market segment and regional office Compliance Committee and (ii) evaluation of a sample office (Jakarta) made as part of the company's annual ISO 37001 re-certification.
205-2	Communication and training about anti-corruption policies and procedure	99+% over all job functions. Anti-corruption trainings are highly enforced across the company and mandatory of all employees across levels of leadership and over all job functions.

Material Topic: Business Continuity, Risk Management, and Emergency Preparedness

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Integrating risk awareness into our decision-making is important to help Black & Veatch make informed decisions and strengthen the company's financial sustainability. Across a hundred global locations and serving hundreds of clients, business continuity and the health and safety of our clients, business partners, professionals and their families were our most important priorities. Black & Veatch's ERM team played a critical role alongside Black & Veatch's ESH&S team and many other groups.
103-2	The management approach and its components	Black & Veatch manages enterprise risk at two levels. While each business unit manages risks specific to its line of work and industry, Black & Veatch has a long-established ERM practice assessing risk across the company. ERM enables Black & Veatch to operate and deliver against its strategic objectives by identifying, reacting to, and operating within a risk tolerance that is acceptable to management and other stakeholders. As part of the Legal team, ERM reports to the Executive Committee with oversight from the Governance and Nominating Committee of the Board of Directors. The group partners across the organization to identify and assess risk to Black & Veatch with the highest impacts and likelihood. In addition to assessments, the group also helps anticipate major risks and strengthens the organization's preparedness, and ability to mitigate and respond to risk events through training and policy creation and management. The ERM team works with line management to help with risk assessment and identify and develop mitigation plans. Each Black & Veatch office has an Emergency Action Plan and a Business Continuity Recovery Plans in place, which are updated annually or response to major incidents such as the COVID-19 pandemic. Business Continuity Recovery Plans relate to major incidents lasting more than 24 hours where business impact analysis is a key component.
103-3	Evaluation of the management approach	Performance in managing business continuity, risk management, and emergency preparedness across the organization is evaluated by the following: • Risks identified and addressed on an ongoing basis and disclosed annually in an internal financial statement for professionals, the Executive Committee, and the Board of Directors to review and provide feedback • Risk workshops used to monitor how risk is being managed and to identify any gaps that might exist • Internal and external auditing, measurement systems, external performance ratings and benchmarking, and stakeholder feedback

Material Topic: Information Security and Cybersecurity

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	Cybersecurity threats remain real and present for our clients, our organization, and for us as individuals. Alongside climate risks, natural and man-made disasters, aging infrastructure, and terrorism, cybersecurity is a major vulnerability of our clients' operations. For our clients that provide essential power, water, telecommunications and government services, one breach or failure can impact the lives of millions of people. As the world adopts the efficiencies of digital communication and the tools of technology, Black & Veatch is also embracing many of those tools to manage the security of information and maintain responsible, safe and secure connections for us and our clients, partners and colleagues.
103-2	The management approach and its components	Black & Veatch has taken a holistic risk management approach to effectively govern and manage cybersecurity and compliance risks, ensuring that we have accurate and timely data to make business decisions and for effective cyber risk management. Black & Veatch's Information and Cybersecurity Management Programs are aligned to industry-leading controls and regulatory best practices to ensure confidentiality, integrity and availability of critical systems and data are maintained. Implementation of our Information Management standards and processes are led by our Chief Information Security & Data Protection Officer in the Chief Information Office to ensure that information is properly managed and protected according to its sensitivity, client and regulatory obligations, as well as to comply with legal and retention requirements. Black & Veatch is committed to providing standardized procedures and control capabilities that address enterprise security and client cybersecurity needs to ensure compliance, as well as to improve overall security and risk management.
103-3	Evaluation of the management approach	Performance in managing information security and cyber security across the organization is evaluated by the following: • Implemented a Global Cybersecurity Operations Center to monitor and respond to cybersecurity incidents, developed capabilities to perform threat hunting, and use threat intel to proactively identify threats and weaknesses as well as to prioritize remedial actions • Oversight and governance through internal and external risk assessments, risk metrics, security audits and testing, control review and measurement against industry peers, and external certifications if provided through risk management framework • Conduct mandatory annual training and certification, supported by global IT resources and digital ambassadors across our market segments and geographies
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not available because of confidentiality constraints.

Material Topic: Innovation

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	With the launch of our 2023 Strategy, Black & Veatch set a strategic imperative to be the most innovative and rapidly evolving company in the engineering and construction industry. This builds on a longstanding tradition of partnering with technology providers and project sponsors that are pioneering in their approach to critical human infrastructure. Black & Veatch sees a problem and put our collective imaginations to work. The world is constantly changing, and we want to be at the forefront of that change.
103-2	The management approach and its components	Innovation is managed programmatically within the industries we currently serve by market segments and by a dedicated innovation team. Our market segments' structure and manage their innovation programs in alignment with their clients' needs. Approaches vary, comprising full- and part-time innovation teams, Growth and Innovation Officers, innovation programming as a talent management strategy, technology managers scouting the horizon, and partnerships with technology incubators and industry consortia, among others. Black & Veatch's Growth Council and the Growth Accelerator manage a pipeline of new business concepts receiving strategic investment and cultivates them from ideation to launch.
103-3	Evaluation of the management approach	Performance in managing innovation across the organization is evaluated by the following: • Engagement with and new business ideas generated through internal innovation programming. Black & Veatch's Ignite program invites professionals to propose, develop and launch new businesses. After four years, we've welcomed 250 participants who have pitched 125 ideas. The teams launched new businesses for next-generation agriculture technologies; advanced transportation infrastructure; carbon capture, utilization and sequestration; and innovative housing solutions, among others. Black & Veatch's Spark program regularly hosts innovation challenges that invite all Black & Veatch employees to share their ideas on how to solve problems and develop new business ideas. • Engagement with and investments/partnerships that result from external innovation programming. Black & Veatch's IgniteX program fosters partnerships with early-stage companies focused on sustainable technologies and infrastructure. Entrepreneurs and companies gain valuable insights and resources for growing their businesses: technology development, deployment insights, and networking with investors, business partners and clients. Since its creation, the IgniteX program has received more than 500 applications, given $1 million in grants and in-kind services, and made over 25 investments or partnerships with startup companies.

ISO Certifications

Certification	Type	Location
ISO 14001	Environmental Management System	India (Pune and Mumbai)
		United Kingdom (Glasgow, Guildford)
		Australia (Melbourne)
		New Zealand (Auckland)
ISO 45001	Occupational Health & Safety Management System	United Kingdom (Glasgow, Guildford)
		Australia (Melbourne)
		New Zealand (Auckland)
		India (Pune and Mumbai)
ISO 9001	Quality Management System	United Kingdom (Glasgow, Guildford)
		Australia (Melbourne)
		New Zealand (Auckland)
		China (Beijing)
		Chile (Santiago)
		Indonesia (Bina Viktori)
		India (Pune and Mumbai)
		South Africa (Johannesburg)
		Singapore
		United States (Overland Park, Kansas)
ISO 37001	Anti-bribery Management System	Indonesia (Bina Viktori)

Disclaimer

In this Report, Black & Veatch makes certain statements about, among other things, the nature of certain industries and technologies, Black & Veatch's operational outlook, sustainability commitments, resources required to meet those commitments, corporate strategy and other statements of management's plans, beliefs or expectations. These statements are subject to several uncertainties and other factors that could impact them. Black & Veatch undertakes no obligation to update or revise any such statements, whether as a result of new information, future events or otherwise.

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