



February 9, 2021

H.E. António Guterres
Secretary-General
United Nations
New York, NY 10017
USA

Dear Mr. Secretary-General:

On behalf of our Executive Committee, I am pleased to confirm that BVH, Inc. and its subsidiaries (collectively, "Black & Veatch") reaffirms its support of the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption; the vision and objectives, and strategic framework of the CEO Water Mandate; and the commitments and actions of the Caring for Climate pledge. In our first annual Communication on Progress, COP-Climate, COP-Water, we describe our actions to integrate the Global Compact, CEO Water Mandate and Caring for Climate pledge and their principles into our business strategy, culture and daily operations. The submission of this Communication on Progress will be followed-up by our first annual sustainability report in the second quarter of 2021. The report will include a measurement of outcomes. We will share both documents with our stakeholders using various channels of communication.

Very truly yours,

BVH, Inc.

Steve Edwards
CEO

bws

cc: Martin G. Travers, Executive Director, Group President
Timothy W. Triplett, Board Secretary, General Counsel
Cindy Wallis-Lage Executive Director, President, Water Business
Ken Williams, Chief Financial Officer
Hoe Wai Cheong, President, Oil & Gas Business
Mario Azar, President, Power Business
John Janchar, President, Telecommunications Business
Irvin Bishop, Jr., Chief Information Officer

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1.0 Introduction

BVH, Inc. and its subsidiaries (collectively, “Black & Veatch”) is an employee-owned engineering, construction and consulting company with a more than 100-year track record of innovation in sustainable infrastructure. Together with our clients and partners, our work designing and building tomorrow's infrastructure plays a powerful role in improving sustainable outcomes.

Starting as a small partnership in 1915 and celebrating more than 20 years as an employee-owned company in 2020, Black & Veatch has been part of countless infrastructure projects that have defined global power, water, communications, and government services markets. We are known for delivering quality, sustainable solutions of lasting value, and operating with the highest level of integrity. These capabilities have enabled Black & Veatch to innovate and extend our impact across diverse industries and geographies worldwide, working with a growing number of new clients across data centers, mining, advanced transportation and many other sectors, all seeking more sustainable infrastructure solutions.

Sustainability is ingrained into our strategy, our company's purpose, our work with clients, our operations and our culture. In 2019, we updated our Mission statement to “Building a world of difference through innovation in sustainable infrastructure.” Our 2023 strategic plan has five pillars, one of which is our Sustainability Strategy and covers our internal Corporate Sustainability Program and the services we provide clients that support their sustainability goals and objectives.

Global trends create a greater opportunity for companies like Black & Veatch to influence and impact sustainable development through our work and through the leading example of how we govern our business and operations. At Black & Veatch, we are committed to continuous improvement for our friends, families, neighbors, clients and communities. We share the conviction that open and transparent business practices, partnerships and innovation in sustainable infrastructure will help us deliver on our Mission, and help our clients achieve the outcomes they seek.

2.0 2020 Progress

Following the update of our Mission statement and inclusion of sustainability in our 2023 strategic plan in 2019, in 2020 Black & Veatch became a signatory of the United Nations (U.N.) Global Compact, U.N. CEO Water Mandate and U.N. Caring for Climate pledges.

In 2020, Black & Veatch: established sustainability governance; conducted a materiality assessment through stakeholder engagement; published and communicated a series of commitments to our employee-owners and on our website and to the media; developed action plans for meeting the commitments; developed a training program; launched internal and external communications campaigns about our 2023 sustainability strategy; invested in innovation in sustainable infrastructure; and ceased participation in any further coal-based power design and construction.

2.1 Governance

Black & Veatch established the following governance structure for implementing our Sustainability Strategy. It includes an Executive Sponsor, Executive Committee, Sustainability Steering Committee, and Sustainability Program Manager:

Executive Sponsor: A Group President is the Executive Sponsor for Black & Veatch's Sustainability Strategy and for climate change mitigation and adaptation services. The Group President is responsible for multiple P&Ls and corporate functions.

Executive Committee: Black & Veatch's Executive Committee is comprised of the Chief Executive Officer, Chief Financial Officer, General Counsel and Presidents from each business unit. The Executive Committee is the company's primary governing body and is responsible for the strategic and operational activities of the company. The Executive Committee is guided by the company's Board of Directors. The Executive Committee endorsed becoming a signatory to the U.N. Global Compact, U.N. CEO Water Mandate and U.N. Caring for Climate pledges and endorsed the seven commitments Black & Veatch developed. The Executive Committee receives quarterly updates from the Sustainability Program Manager.

Sustainability Steering Committee: The Executive Committee nominated members of the Sustainability Steering Committee from each business unit, corporate function and each geography Black & Veatch operates in. The Sustainability Steering Committee is responsible for supporting the implementation of the Sustainability Strategy. The Sustainability Steering Committee meets monthly and guides the work of the Sustainability Program Manager.

Sustainability Program Manager: The Sustainability Program Manager is responsible for managing Black & Veatch's commitments and actions related to the U.N. Global Compact, U.N. Caring for Climate and U.N. CEO Water Mandate pledges, managing the Corporate Sustainability Program including materiality assessments, reporting, strategic planning, governance, cross-functional collaboration with business unit and corporate functions, and sustainability-related risk and opportunity management.

Other Black & Veatch Stakeholders: Sustainability Business Partners; Diversity, Equity & Inclusion; Environmental, Safety, Health & Security; Enterprise Risk Management; Ethics & Compliance; Real Estate; Human Resources; Travel; Black & Veatch Foundation; Information Security; and Marketing & Communications.

2.2 Materiality Assessment & Stakeholder Engagement

Black & Veatch conducted a materiality assessment to better understand the elements of sustainability that are most important to our clients, employee-owners, and communities where we live and work. The material topics identified guided the commitments and actions described below.

The materiality assessment was conducted in March and April and included both an internal and external component. The internal component included a survey of employee-owners, follow-up interviews and workshops. The external component included a desktop review of 80 clients' and business partners' sustainability reports and follow-up interviews.

Black & Veatch surveyed forty percent of employee-owners across the organization, being mindful to include a fair representation across multiple dimensions of tenure, age, culture, gender, profession, industry and geography. Responding to a list of 26 frequently-cited material topics from the infrastructure industry, they prioritized what was important, where we could be impactful, and what we were already addressing effectively:

Good Governance

- Business ethics
- Anti-corruption
- Business continuity, risk management, and emergency preparedness
- Sustainability policy governs operations and project execution
- Information security and cybersecurity
- Sustainability policy flowed down to supply chain

Environmental Stewardship

- Reducing or minimizing pollution (of water, air, and land)
- Reducing or minimizing waste (of water, electricity, trash, construction & demolition)
- Conserving or preserving natural resources (water, air, land, timber, and mineral)
- Carbon footprint and climate change (mitigation, adaptation, resilience)
- Reducing impacts with management systems that go beyond compliance
- Habitat preservation and biodiversity

Economic Prosperity

- Distributing profits to BV professionals
- Maximizing profits for BV
- Positively impacting BV share price
- Generating indirect economic value outside of BV
- Avoid contributing to economic inequality

Social Progress

- Health, safety and security (physical)
- Talent management and learning & development
- Work/life balance
- Equal opportunity and compensation
- Protection of human rights for all stakeholders
- Diversity and inclusion
- Labor rights and relations
- Stakeholder engagement (communities and other project partners)

- Philanthropy

Eleven percent of employee-owners that received the survey completed it. The survey was followed by in-depth interviews with 30 employee-owners and workshops with an additional 50, to better understand the context for the responses to the survey.

The timing of the external component of the materiality assessment coincided with COVID-19-related changes in peoples' work environments and priorities. As such, a planned formal survey and interview process was cancelled. In its place, the external component of the materiality assessment focused on a desktop review of clients' sustainability reports, combined with follow-up interviews later in the year. Starting with an initial target list of 80 clients and business partners from across the industries we serve, Black & Veatch was able to access and review 65 clients' sustainability reports, noting their material topics, commitments and actions. Ten follow-up interviews were conducted with Chief Sustainability Officers, directors or program managers.

Synthesizing the Ten Principles of the U.N. Global Compact, the vision and objectives, and strategic framework of the U.N. CEO Water Mandate, and the commitments and actions of the U.N. Caring for Climate pledge with the internal and external components of the materiality assessment, Black & Veatch established the following material topics for our Corporate Sustainability Program:

- Business ethics and anti-corruption
- Health, safety and security (physical)
- Talent management and learning & development
- Work/life balance
- Water stewardship
- Business continuity, risk management, and emergency preparedness
- Sustainability policy governs operations and project execution
- Information security and cybersecurity
- Carbon footprint and climate change
- Diversity, equity and inclusion
- Labor rights and relations
- Biodiversity/habitat
- BV Foundation & Community Partnerships
- Innovation

Commitments and action plans related to these material topics are included in the sections below. A materiality assessment will be conducted every two years.

2.3 Commitments

With the material topics as a foundation, Black & Veatch reviewed peers' and clients' commitments to the same topics and solicited recommendations from internal stakeholders. For the material topics where no continuous improvement programs existed, several alternatives were identified and

evaluated. For the material topics where a continuous improvement program already existed, communication channels with internal stakeholders were established for ongoing coordination. The Sustainability Steering Committee considered anywhere from one to five different draft commitments for each of the material topics. Over a period of three months, the commitments were drafted, revised and refined and eventually endorsed by the Sustainability Steering Committee in July 2020 and by the Executive Committee in September 2020.

Black & Veatch's Corporate Sustainability Program includes the following commitments, for our 2023 strategic plan horizon, across seven priorities:

Sustainability policy governs operations and project execution

Pillar: Governance

Purpose: Advance sustainability while delivering critical human infrastructure.

Commitment: Expand the use of sustainability principles into all project execution manuals

Benefit: Infrastructure that reduces negative outcomes and increases positive outcomes across the economic, social and environmental aspects of a project's lifecycle.

Sustainable Development Goal(s): 12 - Responsible Consumption and Production

Carbon footprint & climate change

Pillar: Environment

Purpose: Manage our carbon footprint, measure the carbon footprint of the work we do, and help clients meet their own carbon footprint objectives.

Commitments:

- By 2023, reduce our overall emissions (Scope 1, Scope 2 and Scope 3 business travel and teleworking) by 20% and fleet and building emissions (Scope 1 and 2) by 40% from a 2019 baseline. After 2023, continue reducing our emissions and achieve net zero overall emissions by 2025.
- During 2021, conduct an emissions inventory for the infrastructure we work on to inform future actions.
- 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, and technology selection, integration and deployment.
- We are committed to delivering resilient and future-proofed infrastructure for our clients and communities.

Benefits: Address climate change through our operations and the work we do.

Sustainable Development Goal(s): 7 - Affordable and Clean Energy; 9 - Industry, Infrastructure, and Innovation; 13 - Climate Action

Water stewardship

Pillar: Environment

Purpose: Manage our water footprint, measure the water footprint of the work we do, and help clients meet their own water use objectives.

Commitments:

- During 2021, conduct a water use assessment for our operations and apply the findings to manage direct and indirect water use in our offices, construction sites, and supply chain.
- During 2021, conduct a water use assessment for the infrastructure we work on to inform future actions.
- We are committed to helping clients achieve their objectives for the sustainable use of water—management, sourcing, consumption, reuse and discharge.

Benefits: Address the complexity and local nature of water as a critical resource through our operations and the work we do.

Sustainable Development Goal(s): 6 - Clean Water and Sanitation

Business ethics & anti-corruption

Pillar: Governance

Purpose: Continuously improve management systems that enable and support operating ethically and with integrity.

Commitment: Maintain an ISO 37001-compliant, anti-bribery management system across BV's global operations and seek to obtain ISO 37001 certification for three offices per year

Benefits: Maintain our reputation of operating with the highest level of integrity and the highest standards in ethics, morals, fairness and professionalism.

Sustainable Development Goal(s): 16 - Peace, Justice and Strong Institutions

Health, safety & security

Pillar: Social

Purpose: Continuously improve management systems that enable and support operating safely.

Commitments:

- Launch new “Strengthening Safety Culture” and “Improving Safety Competency” training programs and launch a Positive Leading Indicators safety program
- Achieve Corporate Voluntary Protection Program status

Benefits: Improve the physical and mental well-being of our people.

Sustainable Development Goal(s): 3 - Ensure Healthy Lives and Promote Well-Being for All at All Ages

Black & Veatch Foundation and community partnerships

Pillar: Social

Purpose: Align our giving with BV's Mission and Values, and with the U.N. Sustainable Development

Goals.

Commitment: Through the Black & Veatch Foundation, align our giving with U.N. Sustainable Development Goals of STEM education, gender equality, humanitarian aid in global disasters, and our Signature Programs.

Benefits: Create significant, measurable impact in the communities where we live and work.

Sustainable Development Goal(s): 4 - Quality Education, 5 - Gender Equality, 11 - Sustainable Cities and Communities

Diversity, Equity & inclusion

Pillar: Social

Purpose: Cultivate and embrace an inclusive and diverse workplace.

Commitment: BV is committed to advancing racial and ethnic diversity; elevating and advancing women; embracing LGBTQ authenticity at work; and creating an inclusive, accessible workplace for persons with disabilities.

Benefits: Embracing diversity of experiences and perspectives strengthens BV's culture and contributes to us being more innovative

Sustainable Development Goal(s): 5 – Gender Equality, 10 – Reduced Inequalities

2.4 Action Plans

Sustainability Policy Governs Operations and Project Execution

Black & Veatch takes the responsibility to operate more sustainably very seriously. We also recognize that, as engineers, constructors and consultants for critical human infrastructure projects—long-lived assets that generally improve human quality of life and expand economic activity while minimizing impacts to the environment—our greatest opportunity to contribute to sustainability comes from the work we do, every day.

Black & Veatch's Corporate Sustainability Policy is being revised to reflect our commitments to the U.N. Global Compact, U.N. CEO Water Mandate, U.N. Caring for Climate, Sustainable Development Goals, and the CEO Action for Diversity and Inclusion™. Whereas, in the past, our Corporate Sustainability Policy focused heavily on the environmental stewardship pillar of sustainability, it was revised to include social progress, economic prosperity, and good governance. It is also memorializing 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, at a minimum. In addition to the Corporate Sustainability Policy, there are several other related policies under consideration for revision.

Work has begun on codifying a "Sustainable by Design" procedure. Black & Veatch incorporates principles of sustainability into much of the work we execute; as part of our commitment, that will be expanded into all project execution plans. The diversity of clients, geographies, project phases, roles and scopes, technologies and infrastructure types we intersect with necessitates convening a broad group of stakeholders and subject matter experts. The outcome will be a set of high-level principles that all

business units can address as well as industry- and geographic-specific approaches to account for different regulatory requirements.

For each of the material topics and commitments, formal responsibilities are established with Sustainability Business Partners to lead continuous improvement programs. Additionally, a Sustainability Catalyst program has been developed to coordinate the work of employee-owners motivated to contribute to topics of interest to them.

Carbon Footprint & Climate Change

Black & Veatch has conducted annual global greenhouse gas emissions inventories since 2011. The preliminary calendar year 2019 report is available on our website ([link](#)). Preliminary values have been included with our calendar year 2019 CDP disclosure, and, as of this writing, is being third-party verified.

Black & Veatch's calendar year 2020 greenhouse gas emissions inventory will be significantly impacted by the COVID-19 work environment: a significant increase in teleworking will reduce Scope 2 indirect emissions from electricity and non-electric energy use and a significant decrease in business travel will reduce Scope 3 business travel flights and rented vehicles, historically our two largest sources of emissions. Considering these impacts, action planning for 2021 addresses measurement and management of our greenhouse gas emissions.

For measurement, we are planning for a permanent increase in hybrid and full-time teleworking even after the public health risks associated with COVID-19 largely subside. As a result, our Scope 2 indirect emissions from electricity and non-electric energy use is expected to permanently decrease. Displacing emissions to employee-owners' residences and claiming them as reductions is not appropriate. As such, we will begin calculating Scope 3 teleworking which will capture these displaced emissions. Additionally, we will begin calculating Scope 3 commuting, which we have not historically done, where large reductions are also occurring. Black & Veatch is conducting a statistically-significant survey to determine relevant geographic-specific teleworking emissions, as well as historical commuting emissions.

For management, our 2021 reductions will come from entering green tariffs, increasing the number of hybrid- and/or all-electric vehicles in our fleet, and permanent reductions in business travel through continued use of tele-presence and web-based communications. The reduction in Scope 2 indirect emissions from electricity and non-electric energy use and increase in Scope 3 teleworking will make managing greenhouse gas emissions more complex because there are fewer high-efficacy solutions distributed across our employee-owners' residences. In 2021, Black & Veatch will finalize our 2025 net-zero emissions plan, prioritizing reductions in absolute emissions, avoidance of emissions through procurement of renewable energy, carbon insetting programs, and high-quality, verifiable carbon removal projects.

Reflecting the belief that our greatest opportunity to contribute to sustainability comes from the work we do every day, we have initiated a greenhouse gas emissions inventory for the infrastructure projects we work on. Across the industries we serve, infrastructure has different greenhouse gas emissions sources and profiles. Sustainability Business Partners are teaming with Sustainability Catalysts to define operational and embedded greenhouse gas emissions calculation methods for a range of infrastructure

assets. In 2021, we'll back-calculate 2018 – 2020 and begin calculating projected operational greenhouse gas emissions on projects as they are executed.

We will continue annual reporting of our operational emissions and begin reporting the emissions for the infrastructure projects we work on.

Water Stewardship

Black & Veatch will be conducting its first water use assessment in 2021. Without the data to compare, we presume our calendar year 2020 water use will be significantly impacted by the COVID-19 work environment: a significant increase in teleworking will reduce operational water use in our offices, if not our construction sites. Considering that it's the first assessment and considering the impacts of COVID-19, action planning for 2021 primarily addresses measurement.

For measurement, we are planning for a permanent increase in hybrid and full-time teleworking even after the public health risks associated with COVID-19 largely subside. As a result, operational water use in our offices is expected to permanently decrease. Black & Veatch is conducting a statistically-significant survey to determine relevant geographic-specific teleworking water use to combine with data on water use in our offices and on our construction sites.

Reflecting the belief that our greatest opportunity to contribute to sustainability comes from the work we do every day, we have initiated a water use assessment for the infrastructure projects we work on. Across the industries we serve, infrastructure intersects with the hydrologic cycle differently. Sustainability Business Partners are teaming with Sustainability Catalysts to define operational water calculation methods for a range of infrastructure assets. In 2021, we'll back-calculate 2018 – 2020 and begin calculating projected operational water use on projects as they are executed.

We will begin annual reporting of our operational water use and water use for the infrastructure projects we work on according to the CEO Water Mandate disclosure framework.

Business Ethics & Anti-Corruption

Over the past eight years, Black & Veatch's Ethics and Compliance program has experienced significant development and improvement. Starting from a well-intentioned basic program addressing the fundamentals, Black & Veatch has developed a world-class, ISO 37001-compliant program (certified in certain offices with plans to expand to three more in 2021 and others as resources permit). The Black & Veatch Ethics and Compliance Management Program (the "BV Compliance Program") goes above and beyond the U.S. Department of Justice's guidelines for best practices for compliance programs addressing the Foreign Corrupt Practices Act's requirements for anti-corruption procedures and processes. In all, the BV Compliance Program comprises seventeen different Compliance Practices which provide direction and explicit procedures governing both statutory and ethical issues, including Export Control, Antitrust, Money Laundering, Copyright, Slavery and Human Trafficking, Fraud and Asset Misappropriation, Conflicts of Interest and Confidentiality, among others. Black & Veatch has also established a network of Compliance Officers and supporting Compliance Committees for each of our Business Units to provide input and direction as well as grass-roots support for BV Compliance Program training initiatives.

Health, Safety & Security

The safety and health of our employee-owners, partners, clients and communities is a core Value at BV. In addition, our approach to environmental stewardship accompanies our overall effort to live our Values and demonstrate that we care for our environment with the same commitment to keeping people safe, healthy and secure.

Our Safety Leadership Team (SLT) drives the company strategy related to Environmental, Safety, Health & Security (ESH&S) matters and has embarked on a continuous improvement process that keeps attention on the Values that we do not compromise. There are three primary focus areas comprised of various efforts to achieve enhanced performance and a sustainable and predictable future.

Strengthening our Safety Culture:

The SLT is in the process of enhancing tools that support the development, implementation and growth of our safety culture. We are enhancing our People Matter Most and Core Behavior training programs to reflect the continued strengthening of our culture. The LEAD program development, testing, and feedback cycles were completed in 2020 with intended cross-business unit roll out planned for 2021. The LEAD program focuses on expanding our safety culture deeper into the organization so all professionals understand how they can contribute to the strengthening process.

Improving Safety Competency:

The SLT has committed to continue support and development of cornerstone training and development programs to assist our professionals with safety, health, environmental and security competencies. We pledge to continue to deliver “Field Safety” to our leaders and supervisors with frequency. “Safety Academies” will also be offered to ESH&S professionals as well as select supervisors that have additional ESH&S related responsibilities. Combined, these programs offer more than 80 hours of instruction, exercises, and detailed training on our programs, policies and procedures.

Focus on Leading Indicators:

Leading indicators offer predictive data to assist the organization in making sound decisions related to ESH&S matters. The SLT completed a detailed study of leading indicators in 2020 and selected several topics that focused attention on positive intended outcomes from using this data. Businesses were provided the leading indicators and are incorporating them into their 2021 Business Safety Plans. BV intends to continue to use the data and make timely adjustments to focus areas based on the results. This will be a continuous process, letting the data steer us in the right direction.

Tying these three initiatives together, we intend to validate the results by applying for a Corporate Voluntary Protection Program (VPP) recognition through the Occupational Safety & Health Administration (OSHA). This cooperative compliance program, when achieved, is a third-party recognition of companies that consistently demonstrate safety and health excellence. Ground work has begun with the responsible OSHA Regional Office. We intend to submit our application in 2021 with a hope to achieve VPP recognition in 2022. Along the way, we are comparing our VPP application to the existing ISO 45001 standard related to occupational safety and health management systems. A longer-term goal will to achieve ISO 45001 certification in a timely fashion after achieving VPP designation.

Black & Veatch Foundation and Community Partnerships

Through our philanthropic giving and community partnerships, the Black & Veatch Foundation continues to provide a way for the company and its employee-owners to support charitable organizations where we live and work and the company conducts business. Priorities include continuing to align our giving with BV's Mission and core Values, and with the U.N. Sustainable Development Goals. Regional committees will continue to assess and approve grants where we can have the most impact, aligned to our professional offerings and causes our employee-owners care about, making decisions on a quarterly basis and reporting annually.

Diversity, Equity & Inclusion

Black & Veatch is committed to advancing racial and ethnic diversity; elevating and advancing women; embracing LGBTQ authenticity at work; and creating an inclusive, accessible workplace for persons with disabilities. We've added 'equity' to how we talk about diversity and inclusion recognizing it takes it one step further, promoting fair treatment and access to opportunities, while working to eliminate the barriers that limit the potential of diverse participants. In the first quarter of 2021, we will update our global Diversity, Equity & Inclusion (DE&I) strategy. Priorities for our strategy include setting goals to increase diversity in leadership, making our people processes fairer and more equitable, and committing to actions to create a more inclusive culture. Some examples of those include looking at our hiring and promotion processes, being more intentional about aligning sponsors to our diverse talent and creating development opportunities that help to accelerate career progression. We will continue to embed DE&I across the company and provide opportunities to engage to all employee-owners such that they can see their role and how they can influence DE&I.

Training

Training is a key tactic for engaging Black & Veatch's employee-owners on our Sustainability Strategy. In 2020, we developed a content plan that includes both knowledge-based and skills-based training modules. In 2021, we'll be developing on-demand training modules on a range of topics, including implementing the "Sustainable by Design" procedure referenced in the Sustainability Policy section, above.

2.5 Reporting to our Stakeholders

Following the Sustainability Steering Committee and Executive Committee's endorsement of Black & Veatch's sustainability commitments, we published a [summary](#) on our website (our "Accelerate 0" document is included in Appendix A) and implemented a companywide communications campaign detailing our sustainability strategy and commitments. In 2021, we will publish our first annual sustainability report and continue reporting to CDP, TSP, TIA and other sustainability- and climate-related questionnaires (our calendar year 2019 CDP submission is included in Appendix B).

2.6 Investing in Innovation

Black & Veatch's Ignite* program fosters partnerships with early-stage companies focused on sustainable technologies and infrastructure. Through the partnerships, entrepreneurs and companies gain valuable training and insights to grow their businesses: developing their technology and gaining exposure and networking opportunities with investors, business partners and clients, globally. In 2019,

we partnered with companies at the cutting edge of renewable and distributed energy, mobility, agricultural technology, and machine learning/artificial intelligence.

In March 2020, as the ramifications of the COVID-19 pandemic were becoming apparent, we launched an all-virtual Ignite* COVID-19 Response Accelerator program, one of several initiatives undertaken by Black & Veatch to respond to the pandemic. We launched the Accelerator to scale emerging solutions to save lives, help communities cope, and protect economies around the world. The initiative is aimed at early-stage companies, universities and others with emerging solutions that can mitigate the impact of the pandemic on our communities. We committed a minimum of U.S. \$250,000 in the form of grants and/or in-kind services, with a wealth of connections and resources to bring ideas to reality.

Later in 2020, we launched an innovation program with Black & Veatch employee-owners exploring new service offerings related to sustainable technologies and infrastructure. The Ignite innovation program invited employee-owners to develop ideas that help clients: 1) meet their sustainability objectives; 2) mitigate and adapt to climate change; and 3) operate more cost-effectively, efficiently, and intelligently through expanded asset management services. With sixty participants and thirty initial ideas, seven teams have formed around the most viable business concepts, interviewed potential clients and are developing business cases.

2.7 Market Participation

Over the last decade, Black & Veatch has been increasing our focus on advancing renewable energy and energy storage technologies, as well as furthering the deployment of hydrogen as a carbon-free fuel and advanced technologies for carbon capture. Recognizing the timeline our clients need to reliably achieve varying decarbonization targets, in October 2020 we announced we will cease participation in any further coal-based power design and construction. According to Black & Veatch's CEO, Steve Edwards: "the transition away from any coal-related activity is about our commitment as a company to sustainability and accelerating our efforts to lead the emerging carbon-free energy future." This shift allows our talented workforce to further accelerate the creation of solutions that help transform the industry, including helping clients reduce dependence on coal power assets and minimize the impact of those assets to the environment.

Appendix A. Accelerate 0 – Black & Veatch 2020-2023 Sustainability Strategy



Accelerate



Accelerate

Accelerate 0 is more than an aspiration. It is about making tangible progress on a journey to a cleaner, more equitable and prosperous world.

At Black & Veatch, sustainability is more than how we operate. It is about the work we do for our clients and how we impact the lives of our friends, families, neighbors, and communities.

Accelerate 0 is more than a plan. It is a commitment to transformative action requiring new ways of working and new levels of collaboration.

Advancing Sustainability

Black & Veatch is advancing a sustainable future for all and accelerating our world's progress towards:

- 0 operational and embedded carbon
- 0 negative impacts from building and operating infrastructure
- 0 waste of our natural resources
- 0 tolerance on corruption and unjust workplaces and work practices
- 0 injuries today in our workplace
- 0 negative impacts on habitat and biodiversity

Letter from our CEO

Our future is in our hands.

Last year, celebrating 20 years of employee-ownership, we came together and renewed our Strategy, Mission, Vision and Values, thinking about the future of our business and how we will impact the lives of our friends, families, neighbors, clients and communities.

Rapidly changing and disruptive technology, increasingly frequent and severe weather events, and the devastating impacts of the COVID-19 pandemic on people brings the future into sharp focus. If 2020 has reminded us of anything it's how interconnected we are: in our personal and business relationships, in our economies, and in our environments. As we create value delivering projects to our clients today we must incorporate solutions for future demands and a sustainable future.

We are committing to a new chapter in our sustainability journey.

Building on existing programs, we signed three United Nations pledges in 2020: the Global Compact; CEO Water Mandate; and Caring for Climate. We also conducted an in-depth materiality assessment to understand what was most important to stakeholders, and where we could have the biggest impact. We set clear commitments and charted a path to success.

Those commitments are to our employee-owners, to our clients and our communities. We take our responsibility to operate more sustainably seriously. We also recognize our greatest opportunity to contribute is through the work we do and how we do it. The critical human infrastructure we design, build, optimize and enable improves the quality of life around the world, builds resilience, spurs economic growth and drives us towards a more sustainable future.

Black & Veatch commits to innovate in sustainable infrastructure with our clients.

We will expand our sustainability services, enabling clients to manage climate risk, decarbonize construction and operations, protect our water resources, realize a circular economy and eliminate all harmful environmental and societal impacts. We will no longer pursue new coal generation projects and work closely with our clients on their energy transition journey. We will accelerate partnerships with clean technology startups, enabling them to scale up faster. We will continue to integrate sustainability principles through our work, providing long-term value and return on investment for our clients.

Together, we will shape the future. We must aim high and Accelerate Zero across many environmental, societal and governance priorities. We must explore new ways, be open to change, innovate to solve problems, and hold ourselves accountable to the promises we make today.

Please enjoy learning more about the Black & Veatch Sustainability Strategy and outline of our commitments. I look forward to being part of this journey with you.



Steve Edwards Chief Executive Officer

A close-up, black and white photograph of a person's eyes, looking slightly to the right. The eyes are light-colored and have a soft, focused expression. The background is blurred, showing the person's face and hair.

Sustainability starts with us

Sustainability is engrained into our strategy, our company's purpose, our work with clients, our operations and our culture. Progress requires us to constantly listen and adapt to changing circumstances and evolving expectations. Sustainability is a powerful market driver that will shape the long-term success of our business.

Our Mission:

Building a world of difference through innovation in sustainable infrastructure

We share the conviction that open and transparent business practices, new and more meaningful partnerships and our drive to solve our clients and humanity's critical infrastructure challenges will help us deliver on our Mission. Our work designing and building tomorrow's infrastructure will play a powerful role in improving sustainable outcomes for our clients and communities. Our professionals' passion drives our sustainability program and success for our clients' programs.



Materiality Assessment: Identifying Priorities

In early 2020, we conducted a materiality assessment to better understand and align on the elements of sustainability that are most important to our employee-owners and key strategic external stakeholders. The priorities identified shape our new sustainability commitments and the tangible actions we will take.

An extensive internal engagement process in 2019 helped renew our Mission, Vision, Values and Strategy and formally integrated the importance and primacy of sustainability in our culture. Building on this process, we surveyed 4,000 professionals across our organization, mindful to include a fair representation across multiple dimensions of tenure, age, culture, gender, profession, industry and geography. We asked employee-owners to prioritize a list of 25 frequently-cited material topics from the infrastructure industry based on their importance and Black & Veatch's ability to impact them. The topics spanned four pillars—social progress, economic prosperity, environmental stewardship and good governance. We received hundreds of completed surveys and conducted in-depth interviews and workshops with our employee owners.

Business ethics and anti-corruption

As a values-based and employee-owned engineering, construction and consulting company, Black & Veatch runs a comprehensive Ethics and Compliance Management Program, including training, engagement and enforcement, integrating 17 compliance practices. The materiality assessment underlines both the importance of these ongoing efforts and the success of the program to date.

Health, safety and security

For Black & Veatch professionals, there is nothing so urgent that we cannot take the time to do it safely. Safety is a core value at Black & Veatch and takes on an expansive meaning where we embrace safety through all aspects of our work and as a way of living. We care holistically for the physical, mental, financial and overall well-being of our people, clients and communities.

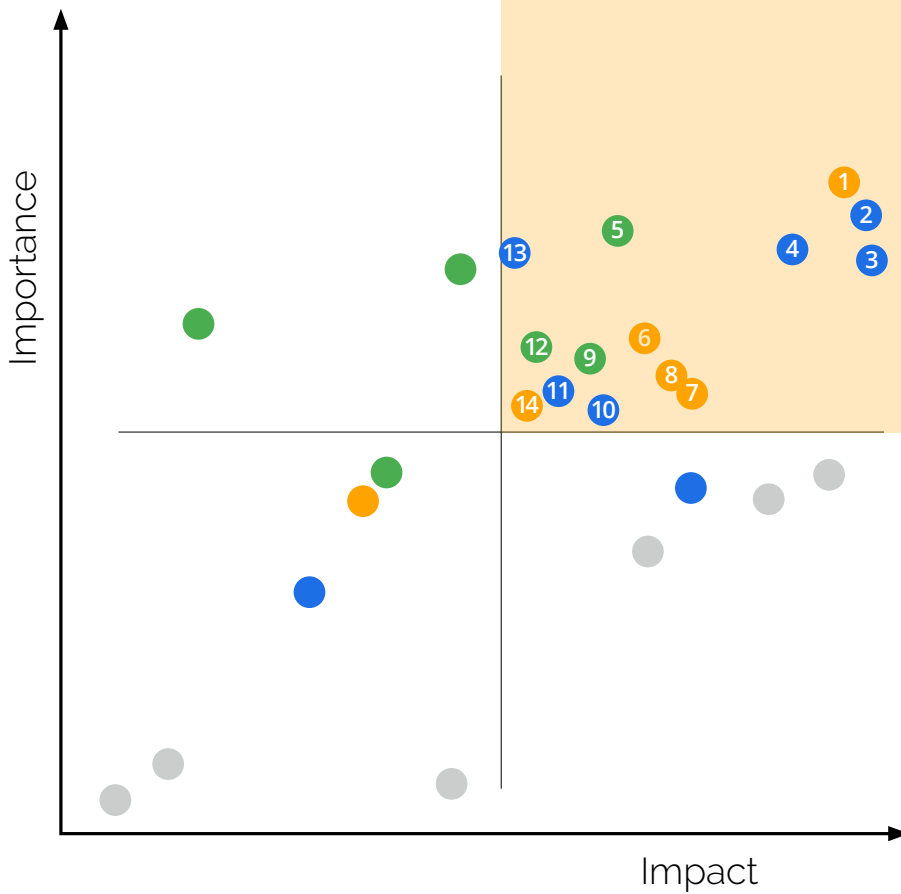
Project sustainability and learning & development

Black & Veatch's employee-owners are invested in what they do, and how they do it. Engineering and constructing critical human infrastructure—our daily work—is our longest lever for contributing to sustainable outcomes. We seek to cultivate leadership and knowledge of sustainability throughout all levels of our organization, reflecting our culture of continuous improvement and our drive for innovation. Upskilling our professionals and enabling more sustainable solutions will multiply the value we share with our clients and the communities they serve.

Environmental stewardship

Our professionals care about minimizing pollution and waste in all forms and are committed stewards of our natural resources. Each project we engineer and construct intersects and impacts our environment—directly or indirectly—with much of our work devoted to protecting and preserving our resources and solving environmental challenges. Environmental stewardship was identified as a key priority in the materiality assessment. Together, working with our clients and communities, we have a critical role and opportunity to minimize environmental impacts.

Our material topics



● 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

Aligning with Client Priorities

We serve a diverse set of clients across the geographies we operate in and the industries we serve: data centers; government; mining; oil & gas; power; telecommunications; transportation; and water. Seeking to understand the priorities our clients place on sustainability, we conducted an in-depth desktop review of the material topics, commitments, actions and programs of 70 clients and business partners. While our formal client outreach to discuss their sustainability agendas was interrupted by the global COVID-19 pandemic, we continually engage clients on the topic during client and project briefings, sustainability roundtables, project scoping exercises and in other venues.

Four out of five Black & Veatch clients have sustainability programs and report on their progress annually. Two out of three clients have greenhouse gas (GHG) emissions reductions goals and more than one in three have committed to net zero carbon by 2050.

Environmental stewardship

Seven of the top ten material topics identified across our clients' sustainability programs relate to environmental stewardship across energy, water and waste, as well as climate change and habitat loss. Our clients' infrastructure assets are the connective tissue between the natural and built environments—the priority given to environmental stewardship reflects the responsibility of balancing the impacts associated with infrastructure.

Social progress and good governance

Clients' other most frequently-cited material topics relate to social progress and good governance: community development; health and safety; and ethics and compliance. Our clients' infrastructure assets improve people's quality of life and provide critical resources, often community-wide. They are at the heart of the communities they serve and these priorities reflect the powerful and influential role they play in society.

Black & Veatch is at the forefront in partnering with clients to achieve sustainable development through our work. Our contributions to infrastructure projects have improved the lives of many throughout the world by increasing people's access to affordable electricity, clean water and better sanitary conditions. We also have been at the forefront of societal change such as delivering telecommunications networks that advanced our use of smartphones or enabling electric vehicle adoption through building out coast-to-coast charging networks. We have accelerated societal change by delivering telecommunications networks that advanced the use of smartphones, we've helped revolutionize transportation through the deployment of coast-to-coast high-speed vehicle charging networks and are pioneering the adoption of carbon free hydrogen as a source of energy to power our future. There is an opportunity for Black & Veatch to enhance its collaboration and alignment with clients to create greater sustainable value.



Think about tomorrow, act today

Our vision for a sustainable future

We are building the transition to a sustainable future, one that increasingly promotes social progress, economic prosperity, environmental stewardship and good governance. Together, with our clients and communities, we will build the world we want—one aligned with the United Nations Sustainable Development Goals.

Our role in creating a sustainable future

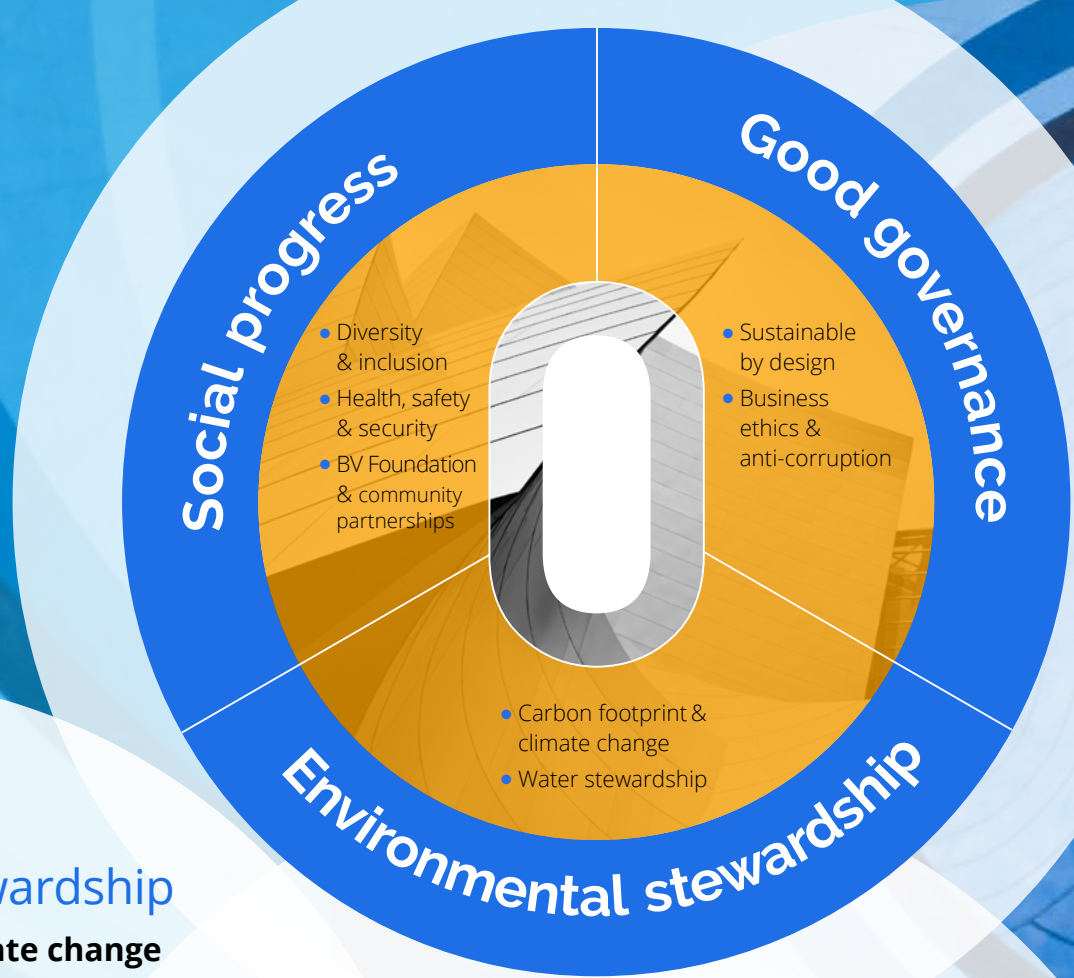
We are in business to solve humanity's most critical infrastructure challenges with our clients: equitable access to critical resources, equitable improvements in well-being and human quality of life, delivering cost-effective infrastructure that enables all other economic activity, making the best use of scarce resources, transitioning to a clean energy economy, reversing climate change while preparing infrastructure for its impacts, and restoring ecosystem services.

Our path towards a sustainable future

To meet the needs of the future we will be champions of change. We are accountable to our clients and communities to anticipate, navigate and build the future with them. Our talented professionals continuously improve their ability to deliver sustainable outcomes. We are collaborative and entrepreneurial; we create opportunities for professionals and partners to capture market opportunities that deliver sustainable outcomes for us, our clients, and our communities.

Our Sustainability Commitments

We have made the following commitments that we will focus our collective attention on as part of the company's strategic plan. These commitments reflect the priorities of employee-owners and clients, and help position our business for sustainable growth and achieve our Vision to ***work relentlessly to solve humanity's critical infrastructure challenges.***



Environmental stewardship

Carbon footprint and climate change

Purpose: Manage our carbon footprint, measure the carbon footprint of the work we do, and help clients meet their own objectives.

Commitments:

- By 2023, we will reduce Scope 1 & 2 emissions by 40% and our 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 are committed to delivering resilient and future-proofed infrastructure for our clients and communities.
- During 2021, we will conduct a GHG emissions inventory for the infrastructure we work on and use it to inform future actions related to a reduction in GHG emissions.

Benefit: Address climate change through our operations and the work we do.



Water stewardship

Purpose: Measure our water footprint, measure the water footprint of the work we do, and help clients meet their own sustainable water use objectives.

Commitments:

- During 2021, we will conduct a water use assessment for our operations and start applying the findings to managing direct and indirect water use in offices, on construction sites, and in our supply chain.
- We are committed to helping clients achieve their objectives for the sustainable use of water—management, sourcing, consumption, reuse and discharge.
- During 2021, we will conduct a water use assessment for the infrastructure projects we work on and use it to inform future actions.

Benefit: Address the complexity and local nature of water as a critical resource through our operations and the work we do.

Good governance

Sustainability policy governs operations and project execution

Purpose: Advance sustainability while delivering critical human infrastructure.

Commitment:

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

Benefit: Infrastructure that reduces negative outcomes and increases positive outcomes across the economic, social and environmental aspects of a project's lifecycle.



Business, ethics & anti-corruption

Purpose: Continuously improve management systems that enable and support operating ethically and with integrity.

Commitment:

- We will maintain an ISO 37001-compliant, anti-bribery management system across BV's global operations and seek to obtain ISO 37001 certification for three offices per year

Benefit: Maintain our reputation of operating with the highest level of integrity and the highest standards in ethics, morals, fairness and professionalism.



Social progress

Health, safety & security

Purpose: Continuously improve management systems that enable and support operating safely.

Commitments:

- We will launch new “Strengthening Safety Culture” and “Improving Safety Competency” training programs and launch a Positive Leading Indicators safety program.
- Achieve Corporate Voluntary Protection Program status.

Benefit: Improve the physical and mental well-being of our professionals.



Diversity & inclusion

Purpose: Cultivate and embrace an inclusive and diverse workplace.

Commitment:

- BV is committed to advancing racial and ethnic diversity; elevating and advancing women; embracing LGBTQIA+ authenticity at work; and creating an inclusive, accessible workplace for persons with disabilities.

Benefit: Embracing diversity of experiences and perspectives strengthens BV's culture and enables innovation.



Black & Veatch Foundation & community partnerships

Purpose: Align our giving with BV's Mission and Core Values, and with the U.N. Sustainable Development Goals.

Commitment:

- Through the Black & Veatch Foundation, align our giving with U.N. Sustainable Development Goals: STEM education, gender equality, humanitarian aid in global disasters, and our Signature Programs.

Benefit: Create significant, measurable impact in the communities where we live and work.



[Click here](#) for more information on the United Nations Sustainable Development Goals.

Our public pledges and commitments

In 2020, Black & Veatch became a signatory to three United Nations pledges that form the core of our sustainability agenda:

- **United Nations Global Compact** as part of the overall program, we are aligning our operations and strategies with ten universally accepted principles of the Global Compact across human rights, labor, environment and anti-corruption.
- **Caring for Climate** linked to our second commitment, this pledge provides the foundation for our plan and commitments to climate action through our operations and our work with clients.
- **CEO Water Stewardship** linked to our third commitment, this pledge provides the foundation for our plan and commitment to water stewardship and our role to contribute positively to the emerging global water crisis.

Our commitments build on our existing programs and our active participation in the communities where we serve. A selection of these are below.

- Our Chief Executive Officer is a signatory of the CEO Action for Diversity and Inclusion™ pledge and we continue to listen and improve our policies and behaviors through active participation in initiatives such as the Human Rights Campaign Foundation's Corporate Equality Index survey.
- As an engineering and construction company, safety is our company's primary Value and is governed through our Think, Plan, Act initiative to achieve Zero Injuries Today™. This means we take proactive action each day to ensure the safety of ourselves and those around us. Wherever we operate globally, we are committed to providing safe and secure working environments for all workers and partners.
- Our long standing Black & Veatch Foundation coordinates donations to organizations and programs worldwide, encouraging our professionals' further charitable participation. BV Foundation is centered on our Sustainability and Citizenship strategy of People, Planet and Prosperity and our ongoing commitments in these areas including growSTEM, Humanitarian Aid and other Signature Programs.
- Through our Ethics and Compliance program, we strive to uphold human rights. We are committed to providing safe and secure working environments for all workers and partners and ensure that there is no modern slavery, human trafficking or labor exploitation in our supply chains or in any part of our business.
- Black & Veatch is committed to finding diverse suppliers and business partners in our endeavors around the globe and we are recognized for our efforts. We are striving to identify and utilize products and services from a variety of small businesses, local businesses and diverse business enterprises.

Understanding and solving our challenges together

Our clients have always been leaders in sustainability. Understanding their challenges and collaborating allows us to achieve shared goals and make substantial progress in identifying and delivering reliable and cost-effective solutions.

60.9%

of water industry organizations have sustainability goals and associated performance metrics.

Source: 2020 Strategic Directions: Water Report

24.2%

Commercial and industrial organizations view budget constraints and upfront costs as the biggest challenge in pursuing sustainable water and/or energy solutions.

Source: 2019 Strategic Directions: Commercial & Industrial Report

How we help clients Accelerate to Zero

Infrastructure today is increasingly connected, clean, distributed, resilient, and adaptive. Solving today's sustainable infrastructure challenges demands a broader approach—beyond the “project”—for optimization across the entire lifecycle. Black & Veatch is at the forefront in partnering with clients to achieve sustainable development, providing integrated solutions that deliver innovation reliably and accelerate their path to success.

Decarbonizing the future of transport

We are accelerating the adoption of more sustainable, alternative transport and addressing range anxiety through the roll-out of charging station networks. Black & Veatch has deployed more than 1,000 electric vehicle charging sites for Tesla Motors and Electrify America and delivered the first major hydrogen fuel charging network in the United States.

Decarbonizing commercial operations

We are working with one of the world's largest financial organizations to help them meet RE100 sustainability commitments. The transformative turnkey program will lower energy costs, increase operational resilience and improve stakeholder reputation through reliable and resilient distributed energy resources—solar, batteries, electric vehicle charging—across their North American retail banking footprint of 1,000+ locations.

Positive community, social and environmental outcomes

We incorporate sustainability principles into clients' infrastructure projects to help them achieve their objectives. For Alliant Energy, we integrated a team of environmental permitting, sustainability, water and renewables experts for the development of five utility-scale wind farms in Iowa. In 2019, two of the projects received Envision® Platinum ratings from the Institute of Sustainable Infrastructure, the first wind farms to achieve such a rating.

Shaping the circular economy

Black & Veatch has been working with Singapore's National Environment Agency and PUB, Singapore's water agency, to conceive of resource synergies across a water reclamation plant and a waste-to-energy facility. The Tuas Nexus will be a first-of-its-kind planned from the ground up, enabling Singapore to benefit from a water-energy-waste nexus.

Accelerating the hydrogen economy

We are working with the Intermountain Power Agency, a major U.S. electric utility, on their transition to green hydrogen that will substantially decrease and ultimately minimize their carbon footprint across Utah, Nevada and California. The project will be one of the first installations of combustion turbine technology designed to use a high percentage of hydrogen, which emits only water. The new plant will be capable and commercially guaranteed of blending 30 percent green hydrogen at start-up, with plans to transition to pure hydrogen by 2045.

84.8%

of electric industry leaders have either carbon reduction, greenhouse gas emissions reduction or renewable energy goals.

Source: 2020 Strategic Directions: Electric Report

To learn more about our Sustainability Solutions, visit bv.com.

Appendix B. CY 2019 CDP Disclosure

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Black & Veatch is an employee-owned engineering, construction and consulting company with a more than 100-year track record of innovation in sustainable infrastructure. Together with our clients and partners, our work designing and building tomorrow's infrastructure plays a powerful role in improving sustainable outcomes.

Starting as a small partnership in 1915 and celebrating more than 20 years as an employee-owned company in 2020, Black & Veatch has been part of countless infrastructure projects that have defined global power, water, communications, and government services markets. With US\$3.7 billion in revenue during 2019, we are known for delivering quality, sustainable solutions of lasting value, and operating with the highest level of integrity that has improved the lives of many generations throughout the world. These capabilities have enabled Black & Veatch to innovate and extend our impact across diverse industries and geographies worldwide, working with a growing number of new clients across data centers, mining, advanced transportation and many other sectors, all seeking more sustainable infrastructure solutions.

Sustainability is ingrained into our strategy, our company's purpose, our work with clients, our operations and our culture. Black & Veatch is committed to continuous improvement for our friends, families, neighbors, clients and communities. We share the conviction that open and transparent business practices, partnerships and innovation in sustainable infrastructure will help us deliver on our mission, and help our clients achieve the outcomes they seek.

Global trends create a greater opportunity for companies like Black & Veatch to influence and impact sustainable development through our work and through the leading example of how we govern our business and operations. In 2019, sustainability – in our operations and in our service to clients' goals – became a company strategy and a business function. Black & Veatch also became a signatory of the United Nations Global Compact, CEO Water Mandate and Caring for the Climate pledges. This year we have been advancing a materiality assessment to update and better understand the elements of sustainability that are most important to our clients, employee-owners, and communities where we live and work. Priorities identified will help determine new sustainability targets and the tangible actions we will take, including a focus on greenhouse gas reduction.

Black & Veatch has monitored its global carbon footprint since 2011 and is currently developing new baseline emission estimates for both office and field operations to help establish short and long term GHG reduction goals. As an engineering services company Black & Veatch's GHG emissions are predominantly attributed to purchased electricity and natural gas heating for owned and leased office space as well as business travel and fleet vehicle operation. However, as we endeavor to expand a full range of construction services, GHG emissions associated with field operations will become an important contributing factor.

In addition to targeted internal emissions reductions, Black & Veatch is uniquely positioned to propagate emissions reductions throughout the value chain by providing low carbon project solutions to clients. Infrastructure today is increasingly connected, clean, distributed, resilient, and adaptive. Black & Veatch is at the forefront in partnering with clients to achieve sustainable development through our work on electric vehicle charging networks, wind and solar energy projects, and advanced agricultural technologies. Additionally, Black & Veatch's innovation incubator, the Growth Accelerator, invests in the development, scaling-up, and deployment of clean technologies, accelerating the world's transition to sustainable infrastructure.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2019	December 31 2019	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

- Australia
- Canada
- China
- India
- Indonesia
- Singapore
- Thailand
- United Kingdom of Great Britain and Northern Ireland
- United States of America
- Viet Nam

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Financial control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Other, please specify (Group President)	The Executive Sponsor for Black & Veatch's Sustainability Strategy and for climate change mitigation and adaptation services is a Group President and serves on the Company's Board of Directors. Additionally, Black & Veatch's Enterprise Risk Management program, which is tracking climate change as an emerging risk, reports to the Board Secretary/General Counsel.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy	<Not Applicable >	During the reporting year, the Board of Directors provided oversight of climate-related issues for Black & Veatch's 2023 strategy, launched in Q3 2019. Climate-related issues are central to two key elements of the strategy: sustainability is a pillar of the strategy and Black & Veatch launched an initiative to expand climate change mitigation and adaptation services. The Board of Directors is updated quarterly on the 2023 strategy.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Other, please specify (Group President)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	As important matters arise
Other committee, please specify (Executive Committee)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	As important matters arise
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Not reported to the board
Other, please specify (Sustainability Program Manager)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Not reported to the board

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Group President is the Executive Sponsor for Black & Veatch's Sustainability Strategy and for climate change mitigation and adaptation services who is responsible for multiple P&Ls and corporate functions.

Black & Veatch's Executive Committee is comprised of the CEO, CFO, General Counsel and Presidents from each business unit. The Executive Committee 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 Executive Committee monitors climate-related issues through quarterly updates from the Sustainability Program Manager.

The Executive Committee nominated members of the Sustainability Steering Committee from each business unit, corporate function and each geography Black & Veatch operates in. The Sustainability Steering Committee is responsible for scoping, endorsing commitments for, and supporting the implementation of the corporate sustainability program, which includes Black & Veatch's carbon footprint and climate change as material topics. Climate-related opportunities and risks are monitored during monthly meetings. The Sustainability Steering Committee guides the work of the Sustainability Program Manager.

The Sustainability Program Manager is responsible for managing Black & Veatch's commitments and actions related to the U.N. Global Compact, U.N. Caring for Climate and U.N. CEO Water Mandate pledges, managing the corporate sustainability program including materiality assessments, reporting, strategic planning, governance, cross-functional collaboration with business unit and corporate functions, and climate-related risk and opportunity management.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	No, and we do not plan to introduce them in the next two years	Currently, Black & Veatch does not provide incentives for the management of climate-related issues

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	1	Risks and opportunities requiring immediate response
Medium-term	2	4	Risks and opportunities addressed in our strategic plan horizon
Long-term	5	10	Risks and opportunities beyond our strategic plan horizon, identified through horizon scanning and ad hoc, qualitative scenario planning

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Black & Veatch uses a traditional model of considering impact and likelihood in the risk identification and prioritization. In addition to financial considerations, it also consistently includes time, quality and safety. More detailed analysis for substantive financial and strategic impacts are raised through Black & Veatch's company-wide portfolio management process. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Substantive financial or strategic impacts are typically relative impacts on projected future profits in the context of our entire portfolio of business activities. Impacts can be evaluated in terms of the number of industries, geographies, or project types impacted, type of financing clients use, or some other characteristic.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Description of process

Short-term risks to direct operations include extreme weather events potentially impacting: the ability of professionals to access offices and jobsites, the ability of professionals to perform their work in offices and on jobsites, the ability of the supply chain to deliver procured materials, schedule, and the condition of equipment and building materials in transit or stored on jobsites. The process for identifying, assessing and responding to risks for office locations is managed through global business continuity planning. The process for identifying, assessing and responding to risks for project sites begins during the planning phase of project pursuits with safety, management, commercial, construction, and procurement professionals and is managed throughout project execution through integrated execution plans and regular project status meetings. Black & Veatch's lessons learned process is reviewed at the end of a project with the goal of addressing improvements in future endeavors.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Medium-term

Description of process

Medium-term risks to direct operations include extreme weather events potentially impacting: the ability of professionals to access offices and jobsites, the ability of professionals to perform their work in offices and on jobsites, the ability of the supply chain to deliver procured materials, schedule, and the condition of equipment and building materials in transit or stored on jobsites. The process for identifying, assessing and responding to risks for office locations is managed through global business continuity planning. The process for identifying, assessing and responding to risks for project sites begins during the planning phase of project pursuits with safety, management, commercial, construction, and procurement professionals and is managed throughout project execution through integrated execution plans and regular project status meetings. Black & Veatch's lessons learned process is reviewed at the end of a project with the goal of addressing improvements in future endeavors.

Value chain stage(s) covered

Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Description of process

Short-term upstream risks and opportunities relate to new and updated regulations and the relative costs for equipment (such as the price of solar PV modules) and building materials. Black & Veatch's company-wide portfolio management is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&L's identify, assess and factor in risks and opportunities, including those related to climate change, in their market assessments. Market assessments inform portfolio management decisions. Business units and P&L's coordinate with Enterprise Risk Management which identifies, assesses and rates company-wide risks and manages risk responses, risk monitoring, and risk reporting functions. The process for identifying, assessing and responding to climate-related risks and opportunities begins with a cross-functional assessment including strategy, business development, and technology specialists. Risks and opportunities that could have a substantive financial or strategic impact are identified through updated market assessments. Risks are mitigated using a variety of methods and opportunities are capitalized on through business planning.

Value chain stage(s) covered

Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Medium-term

Description of process

Medium-term upstream risks and opportunities relate to new and updated regulations and the relative costs for equipment (such as the price of solar PV modules) and building materials. Black & Veatch's company-wide portfolio management is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&L's identify, assess and factor in risks and opportunities, including those related to climate change, in their market assessments. Market assessments inform portfolio management decisions. Business units and P&L's coordinate with Enterprise Risk Management which identifies, assesses and rates company-wide risks and manages risk responses, risk monitoring, and risk reporting functions. The process for identifying, assessing and responding to climate-related risks and opportunities begins with a cross-functional assessment including strategy, business development, and technology specialists. Risks and opportunities that could have a substantive financial or strategic impact are identified through updated market assessments. Risks are mitigated using a variety of methods and opportunities are capitalized on through business planning.

Value chain stage(s) covered

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Description of process

Short-term downstream risks and opportunities relate to market demand for the services, technologies and infrastructure we deliver. Black & Veatch's company-wide portfolio management is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&L's identify, assess and factor in risks and opportunities, including those related to climate change, in their market assessments. Market assessments inform portfolio management decisions. Business units and P&L's coordinate with Enterprise Risk Management which identifies, assesses and rates company-wide risks and manages risk responses, risk monitoring, and risk reporting functions. The process for identifying, assessing and responding to climate-related risks and opportunities begins with a cross-functional assessment including strategy, business development, and technology specialists. Risks and opportunities that could have a substantive financial or strategic impact are identified through updated market assessments. Risks are mitigated using a variety of methods and opportunities are capitalized on through business planning.

Value chain stage(s) covered

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Medium-term

Description of process

Medium-term downstream risks and opportunities relate to market demand for the services, technologies and infrastructure we deliver. Black & Veatch's company-wide portfolio management is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&L's identify, assess and factor in risks and opportunities, including those related to climate change, in their market assessments. Market assessments inform portfolio management decisions. Business units and P&L's coordinate with Enterprise Risk Management which identifies, assesses and rates company-wide risks and manages risk responses, risk monitoring, and risk reporting functions. The process for identifying, assessing and responding to climate-related risks and opportunities begins with a cross-functional assessment including strategy, business development, and technology specialists. Risks and opportunities that could have a substantive financial or strategic impact are identified through updated market assessments. Risks are mitigated using a variety of methods and opportunities are capitalized on through business planning. In addition to business units' and P&Ls' roles, Black & Veatch's corporate innovation and strategy team identifies and manages risks and identifies and pursues opportunities in infrastructure which increasingly intersects with climate change. One tactic the team uses is crowd-sourcing risks and opportunities from employee-owners and communities of practice. Risks and opportunities are assessed and prioritized for response based on likelihood, magnitude, and timing. Risk assessments are provided to business units and P&L's and meritorious opportunities are provided seed funding and a growth platform.

Value chain stage(s) covered

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Long-term

Description of process

Long-term downstream risks and opportunities relate to market demand for the services, technologies and infrastructure we deliver. Black & Veatch's company-wide portfolio management is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&L's identify, assess and factor in risks and opportunities, including those related to climate change, in their market assessments. Market assessments inform portfolio management decisions. Business units and P&L's coordinate with Enterprise Risk Management which identifies, assesses and rates company-wide risks and manages risk responses, risk monitoring, and risk reporting functions. The process for identifying, assessing and responding to climate-related risks and opportunities begins with a cross-functional assessment including strategy, business development, and technology specialists. Risks and opportunities that could have a substantive financial or strategic impact are identified through updated market assessments. Risks are mitigated using a variety of methods and opportunities are capitalized on through business planning. Outside of business units and P&L's, Black & Veatch's corporate

innovation and strategy team identifies and manages risks and identifies and pursues opportunities in infrastructure which increasingly intersects with climate change. One tactic the team uses is crowd-sourcing risks and opportunities from employee-owners and communities of practice. Risks and opportunities are assessed and prioritized for response based on likelihood, magnitude, and timing. Risk assessments are provided to business units and P&L's and meritorious opportunities are provided seed funding and a growth platform.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	In every industry and country that Black & Veatch operates in, infrastructure is subject to a significant regulatory framework that is constantly evolving. Staying abreast of current regulations, proposed changes to current regulations and proposed new regulations is fundamental to the consulting, engineering, and construction services provided by Black & Veatch. Example of a specific risk: deploying distributed- and utility-scale solar photovoltaic projects in the United States requires Black & Veatch to be responsive to an evolving constellation of local, state, regional, federal, and international rules and regulations to continue delivering projects on time, on budget and to our contractual obligations and to be positioned for downstream opportunities.
Emerging regulation	Relevant, always included	In every industry and country that Black & Veatch operates in, infrastructure is subject to a significant regulatory framework that is constantly evolving. Staying abreast of current regulations, proposed changes to current regulations and proposed new regulations is fundamental to the consulting, engineering, and construction services provided by Black & Veatch. Example of a specific risk: deploying distributed- and utility-scale solar photovoltaic projects in the United States requires Black & Veatch to be responsive to an evolving constellation of local, state, regional, federal, and international rules and regulations to continue delivering projects on time, on budget and to our contractual obligations and to be positioned for downstream opportunities.
Technology	Relevant, always included	Black & Veatch consults on, engineers and constructs a portfolio of technologies and infrastructure types across industries that have an embedded and operational carbon footprint and that are exposed to ambient and extreme environmental conditions. Over time, we have invested in shifting our portfolio, and will continue to invest in shifting it, towards technologies and infrastructure types that have lower carbon footprints and that are more resilient. Should the portfolio not shift at the rate clients and their stakeholders expect, we may be exposed to competitive pressures and market risk. Additionally, deploying emerging and newly-commercial technologies and design approaches requires Black & Veatch to manage a set of market, legal and reputation risks. Example of a specific risk: Black & Veatch provides services for emerging and newly-commercial zero- and negative-carbon emissions technologies. Risks are managed by gaining exposure to technologies and executing limited scopes-of-work early in their maturation.
Legal	Relevant, always included	Should environmental conditions evolve according to business-as-usual projections, an increasing number of sectors—including the engineering and construction sector—may become exposed to the risk of litigation, cancellation of projects on the grounds of their impact on the climate, and/or exposed to legal risks associated with an evolving application of the engineering standard of care. Example of a specific risk: resources used as a basis for engineering design are typically generated using historical statistics. Should future environmental conditions diverge from past environmental conditions, those resources will become less reliable.
Market	Relevant, always included	Black & Veatch consults on, engineers and constructs a portfolio of technologies and infrastructure types across industries that have an embedded and operational carbon footprint and that are exposed to ambient and extreme environmental conditions. Over time, we have invested in shifting our portfolio, and will continue to invest in shifting it, towards technologies and infrastructure types that have lower carbon footprints and that are more resilient. Should the portfolio not shift at the rate clients and their stakeholders expect, we may be exposed to competitive pressures and market risk. Additionally, deploying emerging and newly-commercial technologies and design approaches requires Black & Veatch to manage a set of market, legal and reputation risks. Example of a specific risk: Black & Veatch provides services for emerging and newly-commercial zero- and negative-carbon emissions technologies. Risks are managed by gaining exposure to technologies and executing limited scopes-of-work early in their maturation.
Reputation	Relevant, always included	Black & Veatch consults on, engineers and constructs a portfolio of technologies and infrastructure types across industries that have an embedded and operational carbon footprint and that are exposed to ambient and extreme environmental conditions. Over time, we have invested in shifting our portfolio, and will continue to invest in shifting it, towards technologies and infrastructure types that have lower carbon footprints and that are more resilient. Should the portfolio not shift at the rate clients and their stakeholders expect, we may be exposed to competitive pressures and market risk. Additionally, deploying emerging and newly-commercial technologies and design approaches requires Black & Veatch to manage a set of market, legal and reputation risks. Example of a specific risk: Black & Veatch provides services for emerging and newly-commercial zero- and negative-carbon emissions technologies. Risks are managed by gaining exposure to technologies and executing limited scopes-of-work early in their maturation.
Acute physical	Relevant, always included	Human health & safety is a core value and of paramount importance at Black & Veatch. Black & Veatch's operations on construction sites are exposed to extreme weather events such as cyclones and floods potentially impacting: the ability of professionals to access jobsites, the ability of professionals to perform their work on jobsites, the ability of the supply chain to deliver procured materials, schedule, and the condition of equipment and building materials in transit or stored on jobsites. Increasingly, we are designing for projects exposed to acute physical risks, such as storm-hardening power distribution infrastructure. Example of a specific risk: Black & Veatch constructs projects in the southeast United States which is hurricane-prone for six months out of the year
Chronic physical	Relevant, always included	Human health & safety is a core value and of paramount importance at Black & Veatch. Black & Veatch's operations on construction sites are exposed to changes in precipitation patterns and extreme variability in weather patterns, rising mean temperatures, and rising sea levels potentially impacting: the ability of professionals to access jobsites, the ability of professionals to perform their work on jobsites, the ability of the supply chain to deliver procured materials, schedule, and the condition of equipment and building materials in transit or stored on jobsites. Increasingly, we are designing for projects exposed to chronic physical risks, such as tidal flooding. Example of a specific risk: Black & Veatch constructs projects in several geographies that periodically experience heat waves.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Technology	Transitioning to lower emissions technology
------------	---

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Black & Veatch consults on, engineers and constructs a portfolio of technologies and infrastructure types across industries that have an embedded and operational carbon footprint. Over time, we have invested in shifting our portfolio, and will continue to invest in shifting it, towards technologies and infrastructure types that have lower carbon footprints. Should the portfolio not shift at the rate clients and their stakeholders expect, we may be exposed to competitive pressures and market risk.

Time horizon

Medium-term

Likelihood

Very unlikely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Not applicable

Cost of response to risk

Description of response and explanation of cost calculation

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Demand growth for alternative-fueled vehicles and the attendant network infrastructure creates a downstream opportunity for Black & Veatch. We offer consulting, program management, engineering, and construction services for electric charging networks; hydrogen fueling networks; and light-, medium-, and heavy-duty fleet electrification.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Not applicable

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Black & Veatch's strategy to realize this opportunity is to expand our market-leading position with existing clients, technologies and geographies and leverage it into new clients, technologies, and geographies. In the current planning horizon, no additional cost is projected beyond typical operating costs.

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Demand growth for low-, zero-, and negative-greenhouse gas emissions technologies and infrastructure creates downstream opportunities for Black & Veatch. We offer consulting, program management, and engineering, and construction services for all commercial utility- and distributed-scale renewable energy and energy storage technologies as well as a suite of carbon capture utilization and sequestration technologies, alternative power generation cycles, green hydrogen, low-carbon fuels, and fuel-switching.

Time horizon

Long-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Not applicable

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Black & Veatch's strategy to realize this opportunity is to expand our market-leading position with existing clients, technologies and geographies and leverage it into new clients, technologies, and geographies. In the current planning horizon, no additional cost is projected beyond typical operating costs.

Comment

Identifier

Opp3

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of climate adaptation, resilience and insurance risk solutions

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Demand growth for resilient infrastructure creates downstream opportunities for Black & Veatch. We offer consulting, program management, and engineering, and construction services across the water industry, power industry and government sector for physical resilience: flood and coastal defense, hydraulic and hydrologic modelling, resilient facilities and networks, and resource resilience: climate risk management and integrated supply planning, digital solutions to reduce non-revenue water, and adaptations to water scarcity and drought including reuse and desalination.

Time horizon

Long-term

Likelihood

More likely than not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Not applicable.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Black & Veatch's strategy to realize this opportunity is to expand our market-leading position with existing clients, technologies and geographies and leverage it into new clients, technologies, and geographies. In the current planning horizon, no additional cost is projected beyond typical operating costs.

Comment**Identifier**

Opp4

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Digital connections create downstream opportunities to increase operational and energy efficiencies for Black & Veatch internal operations, as well as for our external clients. Internally, our teams use digital tools that connect the back office, front office and field office, unifies project communications, provides real-time progress of projects, and automates business functions. These tools optimize our operations for time, cost, and energy savings. For our clients, we offer consulting, program management, engineering, and construction services for advanced communications and distributed infrastructure related to 4G and 5G, electrification, smart grids, and connected transportation. Our solutions, such as electric fleet planning and grid modernization, focus on sustainable solutions that meet business and regulatory requirements, and increase resilience, reliability, and system efficiency.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Not applicable

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Black & Veatch's strategy to realize this opportunity is to expand our market-leading position with existing clients, technologies and geographies and leverage it into new clients, technologies, and geographies. In the current planning horizon, no additional cost is projected beyond typical operating costs.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

No, but we anticipate using qualitative and/or quantitative analysis in the next two years

C3.1c

(C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

Black & Veatch transitioned to a continuous, rather than annual, strategic planning and portfolio management process in 2019; formal scenario planning has not yet been fully reintroduced to the process, however qualitative climate-related scenario analysis has informed a variety of initiatives including circular economy and distributed infrastructure.

C3.1d

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Our Power business unit completed a reorganization in 2019, transitioning from geographic to technology-focused P&Ls. The business unit is now organized into four P&Ls: Global Renewable Energy, Global Distribution, Global Transmission, and Global Conventional Generation. Following the reorganization, Black & Veatch has greater operational flexibility to manage our business as a portfolio of technologies subject to a range of climate-related risks and opportunities. Sustainability is a pillar of Black & Veatch's 2023 strategy, launched in Q3 2019. Concurrently, the Executive Committee endorsed becoming a signatory to the U.N. Caring for Climate pledge which commits Black & Veatch to climate action and was signed in January 2020. Expanding services that enable clients to meet their sustainability objectives and mitigate and adapt to climate change is core to the strategy. A more comprehensive update will be submitted to CDP in 2021 covering reporting year 2020 but, Black & Veatch began incubating several new initiatives in 2019 across our business units and P&Ls related to climate mitigation and adaptation including several low-, zero-, and negative-greenhouse gas emissions technologies. Additionally, measuring the carbon footprint of the projects we execute and executing projects based on sustainability principles are core to the strategy.
Supply chain and/or value chain	Yes	Sustainability is a pillar of Black & Veatch's 2023 strategy, launched in Q3 2019. Concurrently, the Executive Committee endorsed becoming a signatory to the U.N. Caring for Climate pledge which commits Black & Veatch to climate action and was signed in January 2020. Expanding our sustainable procurement policy for vendors, contractors and other business partners is core to the strategy and in December 2019 questions related to sustainability and climate change were approved for inclusion in our pre-qualification questionnaire. A more comprehensive update will be submitted to CDP in 2021 covering reporting year 2020
Investment in R&D	Yes	In 2019, Black & Veatch's Water innovation team incubated several projects that intersect with climate change: carbon management, non-revenue water, and remote sensing. Black & Veatch's Telecom innovation team incubated a project that increased the operational and energy efficiency of their digital toolkit. Black & Veatch's Power innovation team incubated a project focused on low-, zero-, and negative-emissions technologies. Black & Veatch's corporate innovation and strategy team identifies and pursues opportunities in infrastructure which increasingly intersects with climate change. In 2019, the team hosted an external partnership accelerator called IgniteX and an internal cohort of new business concepts. The team incubated and collaborated with teams working on: climate mitigation and adaptation, circular economy, carbon capture utilization & sequestration, resilient coastal housing, advanced and autonomous mobility, and distributed energy resources.
Operations	Yes	Sustainability is a pillar of Black & Veatch's 2023 strategy, launched in Q3 2019. Concurrently, the Executive Committee endorsed becoming a signatory to the U.N. Caring for Climate pledge which commits Black & Veatch to climate action and was signed in January 2020. Reducing Black & Veatch's operational carbon footprint is core to the strategy. A more comprehensive update will be submitted to CDP in 2021 covering reporting year 2020.

C3.1e

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Capital allocation	Black & Veatch's company-wide portfolio management is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&L's identify, assess and factor in risks and opportunities, including those related to climate change, in their market assessments. Market assessments include revenue projections and inform portfolio management decisions.

C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

Not applicable

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2018

Target coverage

Country/region

Scope(s) (or Scope 3 category)

Other, please specify (Scope 1 & 2 (location-based) + Scope 3 (business travel))

Intensity metric

Metric tons CO2e per unit FTE employee

Base year

2018

Intensity figure in base year (metric tons CO2e per unit of activity)

3.48

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

4.4

Target year

2019

Targeted reduction from base year (%)

5

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

3.306

% change anticipated in absolute Scope 1+2 emissions

% change anticipated in absolute Scope 3 emissions

Intensity figure in reporting year (metric tons CO2e per unit of activity)

% of target achieved [auto-calculated]

<Calculated field>

Target status in reporting year

Underway

Is this a science-based target?

No, and we do not anticipate setting one in the next 2 years

Please explain (including target coverage)

UK offices have a region-specific goal to reduce the total of scope 1, 2, & 3 emissions year over year motivated by adherence to commitments to reduce emission in the water industry throughout the UK. For the reporting year, the internal goal was a 5% reduction of GHG intensity from 2018 emissions. Predominant emissions are generated energy, purchased gas and electricity, fleet vehicle fuel use, and business travel. Final figures for reporting year 2019 are being finalized can we cannot report results at this time.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

No other climate-related targets

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	1	
To be implemented*		
Implementation commenced*		
Implemented*	1	490
Not to be implemented		

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Transportation	Other, please specify (Encouraged reductions in business car and air travel by substituting with rail travel.)
----------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

114

Scope(s)

Scope 3

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

3-5 years

Comment

Data not available to quantify monetary savings as a result of initiative.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Applies to limited geographies only.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Level of aggregation

Group of products

Description of product/Group of products

Solar photovoltaic generation facilities; Transmission infrastructure dedicated to solar photovoltaic generation facilities; Supporting infrastructure including inverters, transformers, energy storage systems and controls systems dedicated to solar photovoltaic generating facilities.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Group of products

Description of product/Group of products

Onshore wind farms; Transmission infrastructure dedicated to onshore wind farms; Supporting infrastructure including inverters, transformers, energy storage systems and controls systems dedicated to onshore wind farms.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Group of products

Description of product/Group of products

Construction or upgrading of overground transmission and distribution lines; Construction or upgrading of sub-stations, buildings, fences and busbars; Controls, computers, automation, sensors, smart meters, ICT platforms and technology that is dedicated to smart systems

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Product

Description of product/Group of products

Large scale energy storage facilities

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Group of products

Description of product/Group of products

Dedicated charging and electric vehicle infrastructure; Dedicated infrastructure for electrified public transport.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Group of products

Description of product/Group of products

Drinking water treatment, desalination plants, water recycling systems, wastewater treatment facilities, water distribution

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Group of products

Description of product/Group of products

Surge barriers, pumping stations, levees, gates

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Group of products

Description of product/Group of products

Storm water management by permeable surfaces, erosion control systems, evapotranspiration systems.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Level of aggregation

Product

Description of product/Group of products

Fibre optic and cable networks

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (Both Low Carbon Investment Registry and Climate Bonds Initiative)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Black & Veatch is currently in the process of evaluating goals and targets and does not currently have base year identified against which to target reductions. Previous goals are being re-evaluated due to change in calculation methods and additional sources being added because of third-party verification suggestions in 2017.

Scope 2 (location-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Black & Veatch is currently in the process of evaluating goals and targets, and does not currently have base year identified against which to target reductions. Previous goals are being re-evaluated due to change in calculation methods and additional sources being added as a result of third party verification suggestions in 2017.

Scope 2 (market-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Black & Veatch is currently in the process of evaluating goals and targets and does not currently have base year identified against which to target reductions. Previous goals are being re-evaluated due to change in calculation methods and additional sources being added because of third-party verification suggestions in 2017.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Climate Registry: General Reporting Protocol

Other, please specify (Certified Emissions Measurement and Reduction Scheme (CEMARS))

C5.2a

(C5.2a) Provide details of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Certified Emissions Measurement and Reduction Scheme (CEMARS) certification is for large organisation or large emitting industries to measure their greenhouse gas emissions, put in place plans to reduce them and have both of these steps independently certified. The CEMARS methodology for producing an organisational carbon footprint is aligned with the internationally-recognized Greenhouse Gas Protocol for corporate accounting and reporting and with ISO 14064-1 specification with guidance at the organisational level for quantification and reporting of GHG emissions and removals. The CEMARS carbon footprint exceeds the technical requirements for GHG emissions reporting of the Carbon Disclosure Project. CEMARS is used by Black & Veatch's UK offices to report on and manage emissions and emissions reduction plans. UK emissions are then rolled up into Black & Veatch's total carbon footprint which is reported through The Climate Registry (TCR).

TCR is the reporting protocol used to report global GHG emissions for Black & Veatch. TCR is a voluntary, global GHG reporting program which assists organizations in measuring, reporting, and verifying the carbon footprint of their operations. TCR assists organizations in managing and reducing their carbon footprints.

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

3455.654

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

19655.232

Scope 2, market-based (if applicable)

19655.232

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

Source

Emissions from rental vehicles in the United Kingdom and fleet vehicles in India.

Relevance of Scope 1 emissions from this source

Emissions are relevant but not yet calculated

Relevance of location-based Scope 2 emissions from this source

Emissions are relevant but not yet calculated

Relevance of market-based Scope 2 emissions from this source (if applicable)

Emissions are relevant but not yet calculated

Explain why this source is excluded

Emissions associated with rental vehicles in the United Kingdom are outstanding due to administrative changes resulting in difficulty extracting data and are not included in this disclosure. Data for emissions associated fleet vehicle emissions from India are outstanding and are not included in this disclosure.

Source

Mumbai, India component of Asia-Pacific fleet vehicle Scope 1 mobile combustion.

Relevance of Scope 1 emissions from this source

Emissions are relevant but not yet calculated

Relevance of location-based Scope 2 emissions from this source

Emissions are not relevant

Relevance of market-based Scope 2 emissions from this source (if applicable)

Emissions are not relevant

Explain why this source is excluded

Fleet vehicles in Mumbai, India office. Due to systems limitations and disruptions due to COVID-19, unable to acquire metrics for fleet vehicle mileage and fuel for this office before reporting deadline.

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Capital goods

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

B&V does not manufacture/sell products.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

220.386

Emissions calculation methodology

Simplified calculations using fuel expenses. Mix of gasoline and diesel rental equipment is estimated, and average prices of fuels are used to estimate total volume of fuel consumed. Appropriate emissions factors from the general reporting protocol are then used to calculate emissions for CO₂, CH₄, and N₂O, as well as conversion to mtCO₂e.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Rental equipment

Upstream transportation and distribution

Evaluation status

Not evaluated

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Waste generated in operations

Evaluation status

Not relevant, explanation provided

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Waste generated by Black & Veatch is tracked. However, this is minimal, as waste generated on projects is owned and reported through the owner/client.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

22244.15

Emissions calculation methodology

Scope 3 emissions calculation includes rental vehicles and flights. Black & Veatch chose to estimate Scope 3 emissions, even though it is not required, because valuable insight into its GHG emission trends and opportunities for improvement is gained from tracking and recording as much of GHG emissions as possible. Quantifying and reporting Scope 3 emissions is optional because there is higher uncertainty in Scope 3 emissions estimates, and less corporate control, as methodologies are not well standardized across reporting agencies. Black & Veatch estimated Scope 3 emissions using readily available data regarding the number of passenger miles flown for business trips and the fuel efficiency and distance traveled by rental cars for business trips. Black & Veatch did not have data from other potential Scope 3 emissions sources (e.g., from employee commutes, waste disposal, water delivery and treatment, material procurement and consumption, construction and demolition, etc.) readily available and gathering such data is currently prohibitively labor-intensive; therefore, data from those emissions sources were not included, but may be included in the future GHG Emissions Inventories. Emissions associated with business travel by rail in the United Kingdom are outstanding due to administrative changes resulting in difficulty extracting data and are not included in this disclosure.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Black & Veatch maintains all data relevant to business travel for B&V employees.

Employee commuting

Evaluation status

Not evaluated

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Upstream leased assets**Evaluation status**

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain**Downstream transportation and distribution****Evaluation status**

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain**Processing of sold products****Evaluation status**

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

B&V does not manufacture/sell products.

Use of sold products**Evaluation status**

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

B&V does not manufacture/sell products.

End of life treatment of sold products**Evaluation status**

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

B&V does not manufacture/sell products.

Downstream leased assets

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Franchises

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

B&V does not manufacture/sell products.

Investments

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Other (upstream)

Evaluation status

Relevant, calculated

Metric tonnes CO2e

8.5

Emissions calculation methodology

Calculated by UK professionals according to CEMARS protocol.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

T & D losses (in the UK only).

Other (downstream)

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO₂e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO ₂ e)	GWP Reference
CO ₂	3434.533	IPCC Fifth Assessment Report (AR5 – 100 year)
CH ₄	3.316	IPCC Fifth Assessment Report (AR5 – 100 year)
N ₂ O	16.634	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO ₂ e)
United Kingdom of Great Britain and Northern Ireland	493.354
North America	2962.3

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By activity

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO ₂ e)
Stationary Combustion	590.371
Mobile Combustion	2864.113

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Australia	18.249	18.249	22.17	
Canada	180.892	180.892	483.03	
China	135.023	135.023	176.73	
India	655.91	655.91	766.25	
Indonesia	10.64	10.64	14.09	
Singapore	41.612	41.612	83.39	
Thailand	152.986	152.986	298.21	
United Kingdom of Great Britain and Northern Ireland	104.973	104.973	410.69	
United States of America	18349.595	18349.595	30475.12	
Viet Nam	5.348	5.348	12.38	

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Purchased Electricity	18375.215	18375.215
Purchased Heating	1280.016	1280.016

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Remained the same overall

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable>		
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions	916.487	Decreased	60	Heating for B&V World Headquarters (P Building) went from 12,798 MCF in 2018 to 3,444 MCF in 2019. P Building was under construction following a fire and wasn't usable for significant portions of 2019.
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value		11474	11474
Consumption of purchased or acquired electricity	<Not Applicable>		32836	32836
Consumption of purchased or acquired heat	<Not Applicable>		8562	8562
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>		<Not Applicable>	
Total energy consumption	<Not Applicable>		52872	52872

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Diesel

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

5087

MWh fuel consumed for self-generation of electricity

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

Emission factor

10.21

Unit

kg CO2 per gallon

Emissions factor source

The Climate Registry

Comment

Fuels (excluding feedstocks)

Fuel Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

11474

MWh fuel consumed for self-generation of electricity

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

Emission factor

8.78

Unit

kg CO2 per gallon

Emissions factor source

The Climate Registry

Comment

Fuels (excluding feedstocks)

Kerosene

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

MWh fuel consumed for self-generation of heat

1735

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

Emission factor

10.15

Unit

kg CO2 per gallon

Emissions factor source

The Climate Registry

Comment

Fuels (excluding feedstocks)

Natural Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

MWh fuel consumed for self-generation of heat

6827

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

Emission factor

53.06

Unit

kg CO2 per million Btu

Emissions factor source

The Climate Registry

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity				
Heat	8562	8562		
Steam				
Cooling				

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place

Triennial process

Status in the current reporting year

Underway but not complete for current reporting year – first year it has taken place

Type of verification or assurance

Reasonable assurance

Attach the statement

Page/ section reference

Relevant standard

The Climate Registry's General Verification Protocol

Proportion of reported emissions verified (%)

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach

Scope 2 location-based

Verification or assurance cycle in place

Triennial process

Status in the current reporting year

Underway but not complete for current reporting year – first year it has taken place

Type of verification or assurance

Reasonable assurance

Attach the statement

Page/ section reference

Relevant standard

The Climate Registry's General Verification Protocol

Proportion of reported emissions verified (%)

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Business travel

Verification or assurance cycle in place

Triennial process

Status in the current reporting year

Underway but not complete for current reporting year – first year it has taken place

Type of verification or assurance

Limited assurance

Attach the statement

Page/section reference

Relevant standard

The Climate Registry's General Verification Protocol

Proportion of reported emissions verified (%)

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Innovation & collaboration (changing markets)

Details of engagement

Other, please specify (In 2019, Black & Veatch's corporate innovation and strategy team hosted a partnership accelerator with early-stage companies working in clean technology and climate change mitigation.)

% of suppliers by number

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5

Rationale for the coverage of your engagement

Impact of engagement, including measures of success

Collaborative pilot projects and go-to-market strategies developed with four early-stage companies.

Comment

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Trade associations

Other

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

No

C12.3e

(C12.3e) Provide details of the other engagement activities that you undertake.

- Member of National Zero-Emission Truck Coalition
- Member of Solar Energy Industries Association
- Member of American Wind Energy Association
- Member of Fuel Cell and Hydrogen Energy Association
- Member of American Water Works Association

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Black & Veatch professionals coordinate with Government Affairs to ensure that direct and indirect activities that influence policy are in alignment with Government Affairs governance process.

C12.4

(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Sustainability Program Manager	Environment/Sustainability manager

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company’s annual revenue for the stated reporting period?

	Annual Revenue
Row 1	

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Please select

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges

Please explain what would help you overcome these challenges

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Please select

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

Please select

SC3.1

(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?

Please select

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?

Please select

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

Please select

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Customers	Non-public	<Not Applicable>

Please confirm below

I have read and accept the applicable Terms