



**BLACK & VEATCH**

**STEVE EDWARDS | CHAIRMAN & CEO**

**Black & Veatch**

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July 30, 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. As a follow-up to our first annual Communication on Progress, COP-Climate, COP-Water, submitted in January 2021, we are submitting our first annual sustainability report which includes a measurement of outcomes.

Very truly yours,

BVH, Inc.

A handwritten signature in blue ink that reads "Steve Edwards".

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



# Sustainability Report 2020

An aerial photograph of a city skyline, likely New York City, with the Empire State Building prominent on the left. The buildings are partially obscured by a thick layer of white clouds. A large, semi-transparent green number '0' is overlaid in the center of the image. The word 'Accelerate' is written in a white, italicized serif font across the middle of the '0'.

*Accelerate*



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Social Environment Governance

# Foreword

In a year like no other, Accelerate Zero, Black & Veatch's (BV) sustainable management strategy, came to life to help guide our organization in a rapidly changing world, and in turn, to help make positive impacts on the lives of our friends, families, colleagues and communities and create more successful and sustainable outcomes for our clients.

As a private company that has not previously reported, we recognize we must work hard to achieve the same level of consistent programming, tracking and reporting on performance across all pillars of sustainability as our peers and clients. A big focus of 2020 was about setting more robust baselines and establishing continuous improvement programs across current and emerging initiatives.

We made a special effort to share the voices of our professionals, who are also our owners. Our people have always been proud of the work that we do with clients and within the communities we serve, and they underpin the strength of our organization. These important internal perspectives, in conjunction with our first materiality assessment conducted in 2020, helped us identify where we can make an even greater impact and strengthen our approach to sustainability.

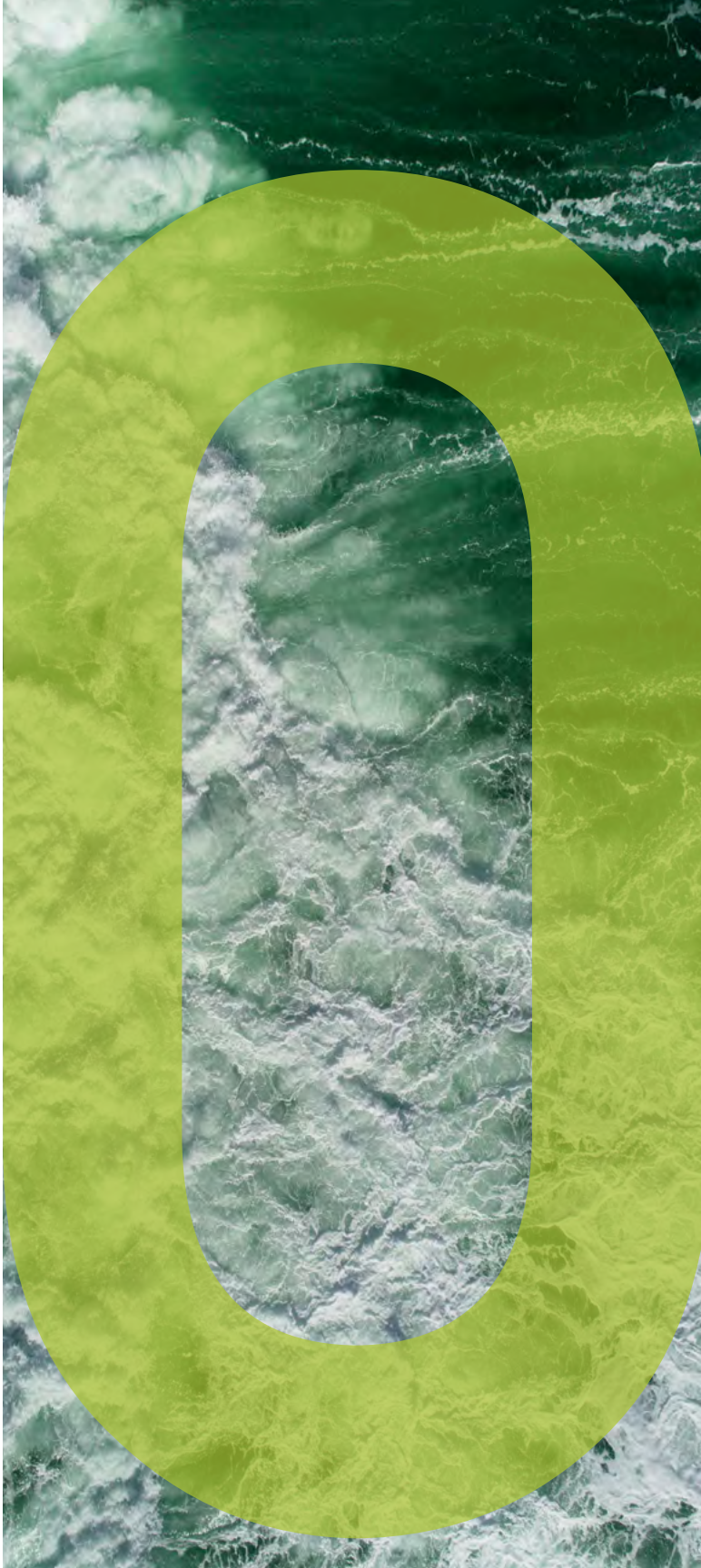
We are pleased to present this sustainability report (Report) to our employee-owners, clients, community partners and many other stakeholders to share our progress and our mission of *building a world of difference through innovation in sustainable infrastructure*.

I hope you will take the opportunity to read this Report to learn more about the company we have become, and what we aim to achieve with a committed focus to Accelerating Zero.

Kind regards,



Steve Edwards, CEO



## About This Sustainability Report

In 2019, BV took its first steps of integrating a new business strategy, culture and daily operations into a reinvigorated approach to sustainability.

The Executive Committee then endorsed the Sustainability Steering Committee's recommendations for our 2023 commitments in September 2020 and the publication of [BV's 2020-2023 Sustainability Strategy](#). The strategy aims to Accelerate Zero across many environmental, societal and governance priorities through tangible progress on a journey to a cleaner, more equitable and prosperous world.

This is BV's first Report and details our progress in 2020, including alignment to the Ten Principles of the United Nations (UN) Global Compact, CEO Water Mandate and Caring for Climate pledge, and fulfills our commitment to submit a Communication on Progress, including climate and water.

This Report has been compiled in accordance with GRI (Global Reporting Initiative) Standards: Core option.

All details pertain to the fiscal year ending 31 December 2020, and financial figures are in U.S. dollars, unless otherwise specified.



Social



Environment



Governance



# Meet Black & Veatch

9,489 professionals (as of 31 December 2020)

Operates out of 167 offices with professionals in 30 countries

Headquarters in Overland Park, Kansas, USA

Employee Stock Ownership Plan structure

Projects in 100+ countries on six continents

\$3.0 billion in 2020 revenue

## Sectors

Commercial; Governments; Industrial & Manufacturing;  
Mining; Gas, Fuels, & Chemicals; Power; Telecommunications;  
Transportation; Water

### Mission *why we exist*

Building a world of difference through innovation in sustainable infrastructure

### Vision *what future we aspire to achieve*

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

### Values *what we believe in and how we behave*

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

#11  
Top 500  
Design firms

#2  
Power

#4  
Hydro  
plants

#7  
Water

Top 10  
Wind  
power

#2  
Telecom

#1  
Solar  
power

#8  
Sewer &  
waste

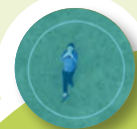
111

Million people  
served in 2020 by  
our Power clients

47

Million people  
served by our  
Water clients.

Rankings are taken from Engineering News-Record 2020 Top Design Firms Sourcebook; more detailed and up to date listings can be found [here](#).



Social Environment Governance



## Good Governance

**3**

United Nations pledges signed: the Global Compact, CEO Water Mandate and Caring for Climate.

**18**

Organizations demonstrated solutions emerging from BV's Ignite<sup>x</sup> COVID-19 Response Accelerator.

**1<sup>st</sup>**

Materiality assessment conducted across employee-owners and clients helping establish our commitments in September 2020.

## Social Progress

**100%**

Perfect score on HRC's 2020 Corporate Equality Index.

**150**

Charitable grants distributed through the BV Foundation in 2020.

**31.6%**

Reduction in recordable incident rate from 0.38 in 2019 to 0.24 in 2020.

**1<sup>st</sup>**

Company-wide celebration of Black History Month and first week-long Diversity, Equity & Inclusion calendar of events.

# 2020 Highlights

## Environmental Stewardship

**2025**

Target set for net zero carbon.

**1<sup>st</sup>**

Support begins for first hydrogen-capable combined cycle unit in the U.S.

**Winner**

Project wins Global Water Awards' 2020 Wastewater Project of the Year.

**Withdrawal**

From coal-based power design and construction.



## 2020 is Hindsight: A Conversation with Steve Edwards, CEO

*Brian Sifton, BV's Sustainability Program Manager, interviews Steve Edwards, CEO, about one of the most challenging years for people and businesses, the tough decisions BV made as an organization and how this will help create a cleaner and more sustainable future.*

2020 was a year to remember. More importantly it was a year to listen, learn and improve. What do you think were the biggest achievements for Black & Veatch?

It was truly an extraordinary year and journey for Black & Veatch. We signed three United Nations pledges, conducted our first materiality assessment, formalized a new Sustainability Program and corresponding Commitments, and made tough and positive decisions that will guide our future and our efforts to fulfill our mission: ***Building a world of difference through innovation in sustainable infrastructure.***

What are the biggest trends that are changing our world and our future path?

I believe we are living in a profound moment. Megatrends like climate change and the race to reduce carbon emissions are revolutionizing our global energy systems, from the electrification of transport and the emergence of decentralized power generation, to the exploration and adoption of alternative fuels such as hydrogen. Data is proliferating through all facets of life, transforming how we live, work, interact and do business; and that doesn't even begin to touch on the impact of COVID-19 and the pandemic.

Aside from the experts, no one could have anticipated how COVID-19 would change the world in 2020. What struck you as you saw the pandemic impact many different groups in many ways across the globe?

I am so proud of our people's resilience and how quickly they adapted, from new ways of working in their kitchens or living rooms, to keeping project sites safe and schedules on track for our clients. There was a bravery demonstrated by so many to keep our clients' critical infrastructure working: the faucets flowing, the lights on and the communications networks behind the video calls to our loved ones online.

Learn more about how 2020 recalibrated thinking about social issues and sustainability. The full conversation continues [here](#).



Social Environment Governance



## Megatrends

## Our Sustainable Solutions

## Our Commitments

## What Matters to Our People and Clients

# Accelerate

### Megatrends Shaping our World

- Climate Change and Resource Constraints
- Demographic and Behavior Shifts
- Digitalization and Technology
- Global Health and Human Welfare
- Globalization of the Economy
- Reliability and Resilience
- Security and Defense
- Urbanization

### Our Sustainable Solutions

- Community & Social Resilience
- Decarbonization
- Environmental Management
- Materials & Waste
- Renewable Energy & Energy Storage
- Resilient & Adaptive Infrastructure
- Sustainable Water Management
- Systems Connectivity
- Zero Emissions Transportation

### Our Priorities to Accelerate Zero

- Business Ethics & Anti-corruption
- BV Foundation & Community Partnerships
- Carbon Footprint & Climate Change
- Diversity, Equity & Inclusion
- Health, Safety & Security
- Sustainability Policy
- Water Stewardship

### What Matters to Us

Accelerate Zero is built on the priorities of our employee-owners and clients, identified through a materiality assessment. The priorities highlight where we can make the biggest impact through our commitments to continuous improvement and the work we do for our clients, accelerating progress towards solving some of our world's biggest challenges.



Social Environment Governance





# BV Sustainability Program Management

## Sustainability Governance

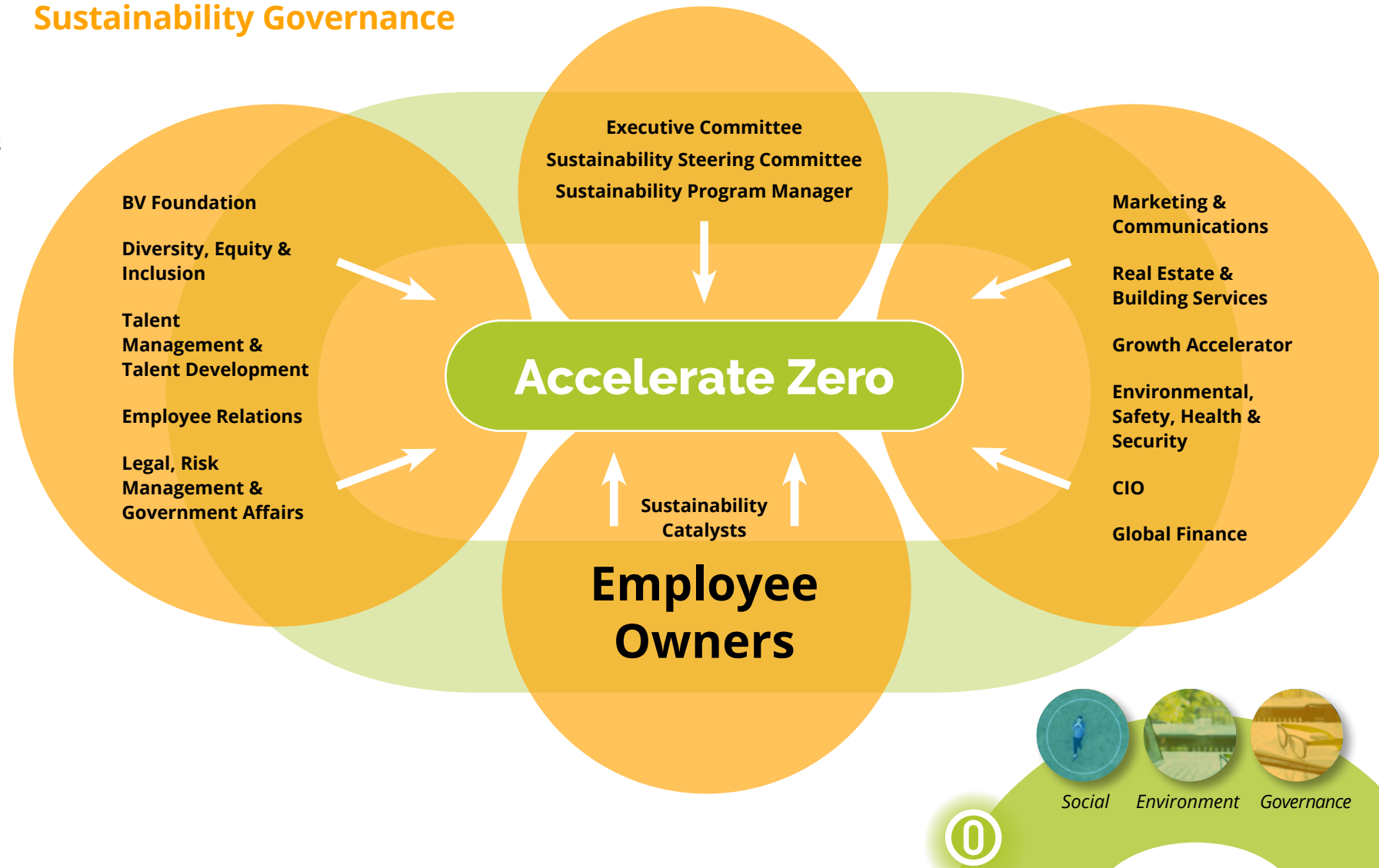
BV's commitment to sustainability is embedded throughout our company and underpinned by our 2020-2023 Sustainability Strategy, which guides how we assess our progress towards our many social, environmental and governance responsibilities and commitments. The Executive Committee provides guidance and endorses key elements of our corporate sustainability program, while representatives appointed by each business unit, corporate function, and geography—BV's Sustainability Steering Committee—together with self-appointed Sustainability Catalysts, drive the program's progress and direction. This whole process is managed by a newly established and full-time Sustainability Program Management team. Finally, engagement with our employee-owners is a critical component of the success of our commitments.

## Stakeholder Engagement

As an engineering, construction and consulting service provider, BV works to understand the economic, environmental, and social priorities of our clients and of our employee-owners. In 2020 we conducted our first materiality assessment, engaging internal and external stakeholders to identify the topics that matter most to them and establish our initial set of priorities. To understand the sustainability priorities of our clients, we conducted an in-depth review of the material topics, commitments, actions and programs of 70 clients and business partners.

Concurrently, we conducted a survey and series of interviews to better understand and align on the elements of sustainability that are most important to our employee-owners. We surveyed 4,000 professionals across our organization, representing multiple dimensions of tenure, age, culture, gender, profession, industry and geography. Professionals were asked to prioritize a list of 25 frequently cited topics from the infrastructure industry and our ability to impact them. The topics spanned four pillars: social progress, economic prosperity, environmental stewardship and good governance. We received over 500 completed surveys and conducted 24 interviews. The table on the following page lists key stakeholders and how we engaged with them in 2020.

## Sustainability Governance



## Stakeholder Group

## Engagement Methods

### Professionals

- Company-wide town halls with CEO & CFO
  - Business Unit-specific town halls with Presidents
  - COVID-19 “Staying Connected” virtual town halls and videos
  - Black History Month events
  - Sustainability materiality assessment, survey and interviews
  - Safety Week events
  - Diversity, Equity & Inclusion (DE&I) Week events
  - Juneteenth events
- DE&I “Conversations of Understanding” discussion series
  - Pride Month events
  - Executive Committee, Sustainability Steering Committee & Sustainability Catalysts meetings and working sessions
  - DE&I Council & Partner Network meetings and working sessions
  - Corporate Compliance Council meetings and working sessions
  - Safety Leadership Team meetings and working sessions

### Clients

- Executive briefings, roundtables, workshops, conferences, presentations and meetings
  - Project-related engagement including site visits, meetings, stage-gate reviews and project close-out
- Peer-to-peer engagement with sustainability leaders
  - Sustainable supply chain workshops, questionnaires and disclosures

### Suppliers

- Executive briefings, roundtables, workshops, conferences, presentations and meetings
  - Project-related engagement including site visits, meetings, stage-gate reviews and project close-out
- Peer-to-peer engagement with sustainability leaders
  - Pre-qualification questionnaires regarding suppliers’ sustainability programs

### Communities

- Project-related engagement on behalf of our clients
  - Local community involvement and volunteerism
- Sponsorship and grantmaking

### Industry Associations & Non-Governmental Organizations

- Executive briefings, roundtables, workshops, conferences, presentations and meetings
- Contributions to white papers, position papers and research



Social Environment Governance



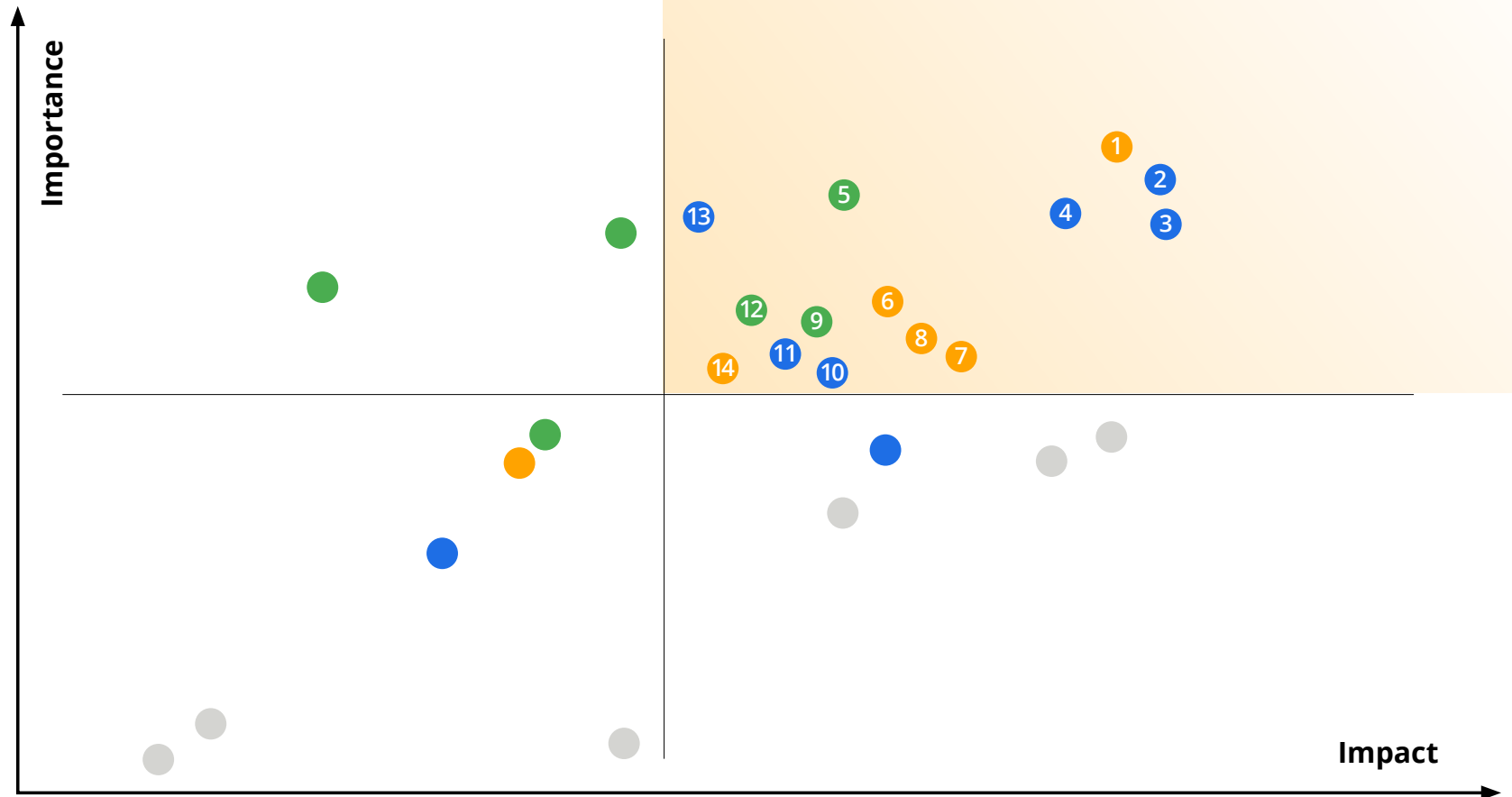
## Materiality Assessment Results

The priorities from the assessment shaped our new commitments across seven topics that align with 11 of the 17 UN Sustainable Development Goals (SDGs). For each of the commitments, and other priorities identified, responsibilities and action plans were established and formalized with our internal team of Sustainability Business Partners to lead continuous improvement programs. Additionally, a Sustainability Catalyst program was developed to coordinate the work of professionals who are motivated to contribute to topics that are of interest to them.

Progress updates and a review of priorities occurs monthly with the Sustainability Steering Committee, a cross-functional group of individuals appointed from across BV, allowing our Sustainability team to understand key opportunities and risks and address them through communications, reporting and programming.

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

The revision will also recognize 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 minimum. In addition to the Corporate Sustainability Policy, there are several other related policies under consideration for revision.



### 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



# 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.

## Social Progress

### Diversity, equity & inclusion

- 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.

### Health, safety & security

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

### BV Foundation & community partnerships

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

## Environmental Stewardship

### Carbon footprint & climate change

- By 2023, we will reduce Scope 1 & 2 emissions by 40% and overall greenhouse gas (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 emission 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, 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.

### Water stewardship

- 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.

## Good Governance

### Business, ethics & anti-corruption.

- 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.

### Sustainability policy governs operations & project execution

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





# *Accelerate*

Social Progress



Social Environment Governance

# Diversity, Equity & Inclusion

A welcoming, inclusive and diverse workplace is an incubator for innovative thinking and an open platform for professionals to be at their best and contribute in a meaningful way to our clients' success. When people feel safe and respected, the future we all want to create is in reach.

## Did you know:

BV achieved a perfect score on Human Rights Campaign Foundation's 2020 Corporate Equality Index for the second consecutive year and was one of the first engineering and construction companies to achieve such a score.

"Each of us sees the world through a unique set of filters, born from our own environments, experiences and perspectives. When we're aware of our filters and we're open to the filters of others, we can use that to share, to innovate, to connect."

**Shahzad Khan** Electrical/Control Conceptual Design Manager



## Commitments:

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.

## Progress in 2020

- Scored 100% on the Human Rights Campaign Foundation's 2020 Corporate Equality Index, earning a designation as a "Best Place to Work for LGBTQ Equality"
- Launched "Conversations of Understanding" event series and held two events, attended by nearly half of professionals
- Issued internal and public statements to communicate BV's stand against racism and injustice in June 2020, accompanied by a donation to the National Association for the Advancement of Colored People and other commitments to advance diversity, equity & inclusion
- Hosted the company's first Diversity, Equity & Inclusion Week, five full days of events to celebrate differences and promote an inclusive workplace

## Near-Term Objectives 2021

- Execute BV's first company-wide Diversity, Equity & Inclusion Strategy
- Establish clear benchmarks of clients, competitors and the community to drive evidence-based progress against targets
- Conduct cultural "unfreezing" sessions with BV officers (second tier of leadership) at 2021 BV Owners Meeting as well as other educational and engagement activities for these internal influencers
- Continue to build out events and maximize partnership opportunities with Employee Resource Groups which elevate the grassroots voices with the Executive Committee and drive regular sharing sessions with the Chief Executive Officer
- Explore partnership opportunities with external organizations

"As a nation we can heal with each other, listen to each other, support each other and work in unity so that everyone feels and embraces being their authentic self at home, work or in any community."

**Kaisha Akinmoladun** Engineering Manager, Water



2020 was a year when many of us learned to find comfort during uncomfortable moments.

The COVID-19 pandemic transformed our working and personal lives and routines; it highlighted existing inequities across wealth, wages, job security and flexibility, healthcare, and dependent care responsibilities. Racial injustice came into sharp focus, too: civil unrest surrounding the senseless deaths of George Floyd, Ahmaud Arbery and Breonna Taylor sparked street protests throughout the U.S. and many other nations throughout the world.

In direct response to the protests and demonstrations occurring in U.S. communities and cities, CEO Steve Edwards, penned a public letter on 3 June 2020, reiterating BV's zero tolerance toward racism and our continued commitment to make sure we live in a world free of discrimination, bigotry and divisiveness. Making our position clear to our professionals, clients and the communities where we live, galvanized the company's energy to expand the Diversity, Equity & Inclusion (DE&I) Program.

### In My Shoes

After launching initiatives like In My Shoes and Conversations of Understanding that empower people to embrace difficult and important conversations on topics such as identity, race and equality in the workplace, DE&I Manager Myisha Boyd felt hopeful: "What's really encouraging is getting emails from professionals who never thought they would be able to say the things they did, or share their experiences with their work colleagues," she said.

Boyd explains that what is really powerful is how the storyteller gains a better sense of belonging while listeners also gain a deeper appreciation of our filters and how people have been living through them at work. Additionally, it is truly a nuanced situation where we must appreciate the dynamics of the communication: it is vulnerable both for the teller and the receiver.

### Program Overview and Update

BV appointed a new DE&I Manager and DE&I Council in 2020 to drive program success at the influential leadership level and to connect initiatives to BV's broader business strategy.

The DE&I Program is led by and managed out of BV's Global People Experience organization, and governed by BV's Code of Conduct, DE&I Policy and Non-harassment Policy. Any policy violations can be reported to an independently operated compliance alert line.

Additionally, a DE&I Partner Network includes a cross-section of allies and thought leaders from across the organization that support the efforts of the Council. Global Human Resources (HR) implements inclusion strategies and policies, and incorporates DE&I into functions like recruitment, employee engagement and talent management. Through a series of workshops and events, the Manager, Council, Partner Network and other stakeholders created a new DE&I Strategy that launched in early 2021.

BV understands the value of a diverse workforce and is committed to championing a data-driven approach by expanding tracking beyond gender and ethnicity to focus on other intersections of identity. Demographic data collected from professionals and candidates will allow them to self-identify sexual orientation, gender identity, caregiving, and disability status. By comprehensively measuring diversity we will be able to better track goals to develop the most effective DE&I Program.

[Hear from BV professionals why DE&I is important to them on bv.com.](https://www.bv.com)

"I believe change can start from a point of vulnerability as we push past the discomfort together. We are opening doors to a brighter future by cultivating awareness and empathy across all our teams."

Myisha Boyd Diversity, Equity & Inclusion Manager



### DE&I Strategic Objectives

- Close the Diversity Gap
- Increase our Focus on Equity
- Create an Inclusive Experience
- Invest in our Industries and Communities

### The Importance of Grassroots

Seven active grassroots [Employee Resource Groups](#) have been central to BV's DE&I programs in recent years, which have seen the company receive recognition from several organizations including the HRC, Kansas City Chamber, Mid-American Asian Culture Association and Forbes.

BV increased its efforts to communicate about DE&I in 2020, partnering closely with Employee Resource Groups. A week was dedicated to celebrating differences throughout the company, and Juneteenth was celebrated for the first time, along with celebrations of Pride Month and International Women's Day.

### Employee Resource Groups



Social Environment Governance



# Health, Safety & Security

The health and well-being of our people, their families and the communities in which we operate is a Core Value. Through training, engagement and planning, we will continually work to instill a culture of safety to ensure everyone connected to BV, and the work that we do, will be safe and secure.

“Early in the pandemic, before there were any reported cases in Kansas or Missouri, we went beyond local guidelines to quarantine a symptom-free professional who had been contact traced following an international flight. We temporarily closed one of our buildings for the first time and advised professionals to self-isolate and work from home. This actually drew significant media attention at the time, but we believed that this was the most responsible action to take with both our own professionals and the broader community in mind.”

**John Johnson** Vice President, Environmental, Safety, Health & Security



## Commitments:

Continuously improve management systems that enable and support operating safely through the following initiatives:

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

## Progress in 2020

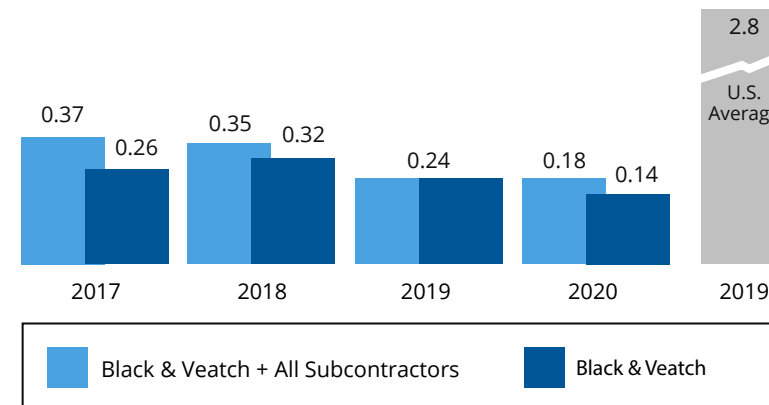
- Completed leading indicators study as part of our continued focus to strengthen our culture of preventing incidents before they occur
- Developed and piloted new LEAD safety training to augment and follow People Matter Most and Core Behavior training programs
- Developed and deployed DoneSafe, an online system for identifying home-based office hazards and developing emergency action plans and safety checklists for professionals’ home offices

## Near-Term Objectives 2021

- Incorporate leading indicators into 2021 Business Safety Plans
- Roll out LEAD safety training program across business units
- Submit Corporate Voluntary Protection Program application
- Provide access to 80+ hours of annual safety training content

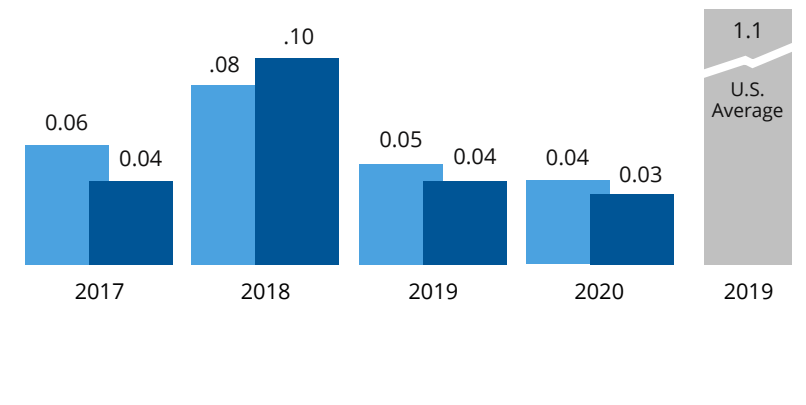


Recordable Incident Rate



*Recordable incident rates on BV projects—representing both BV and subcontractors—declined by more than 30% in 2020, from 0.38 in 2019 to 0.24 in 2020.*

Lost Time Incident Rate





Join any BV meeting and you will be treated to cautionary advice, wise words and tales ranging from using kitchen appliances to best practices for clearing job site hazards. Safety Moments kick-off hundreds of meetings a day and are integral to BV's culture. Safety is a Core Value and is at the heart of our business.

As concern for COVID-19 grew in early 2020, BV's safety culture truly had its moment. A Critical Incident Response Team was formed on 28 January to manage the evolving crisis, providing policy recommendations to leadership as well as project-specific guidance and Incident Response Teams around the world. The focus throughout 2020 was to ensure we used evidence-based strategies to improve decision-making in a global effort to stay ahead of the pandemic.

BV delivers critical human infrastructure together with our clients and partners—essential infrastructure delivered by essential people. The spectre of COVID-19 threatened our cities' and service providers' ability to keep water taps flowing, the lights on and network connections stable, as we collectively learned and innovated over countless hours of video conferences.

## Program Overview and Update

BV's Corporate Environmental, Safety, Health & Security (ESH&S) team is led by a Vice President who reports to the CEO and who is responsible for implementing Business Practice 10.01: ESH&S Program Management, which includes our long-established "Think, Plan, Act" initiative to achieve Zero Injuries Today™.

This team of safety professionals works closely with the Executive Committee, Board of Directors and Safety Leadership Team to drive initiatives and manage programs and procedures for environmental management, safety, safety-by-design, training, incident reporting and feedback, drug-free workplaces, contractor qualification, and business continuity and emergency action plans. The team also leads select training for partners and clients: recognizing that continuous interface with our clients is key to achieving safety goals, we tailor our safety procedures and approach to address the specific needs of our clients and projects.

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

Our commitment, however, recognizes the opportunity to achieve more and extend the impact of our safety programs and culture, so we are enhancing our training programs for craft workers on jobsites and professional services workers in offices. Programs such as the LEAD Program—developed and tested in 2020—will expand our safety culture deeper into the organization so that all professionals can understand how they can contribute. More than 80 hours of instruction, exercises, and detailed training on our programs, policies and procedures will be available starting in 2021.

While we diligently track, and learn from, incident rates and other lagging indicators our safety programs are increasingly emphasizing leading indicators, to empower people to prevent incidents. Employing predictive data sets will enhance a proactive safety culture and drive more effective safety processes during every stage of a project's lifecycle. In 2020, the Safety Leadership

Team completed a detailed study of leading indicators and selected several that focused attention on desirable outcomes.

See the GRI Data Tables at the end of this document for more detailed information on the management of Health, Safety & Security.

"When it comes to safety, there is no competition."

**Brett Spence** Manager of Innovation & Strategy



As the impact of the global COVID-19 pandemic deepened, and essential construction work continued, contractors needed to react quickly and find ways to protect workers and keep jobsites safe. By May, BV joined a group of leading engineering and construction companies to launch [the NEXT Coalition](#).

The coalition called for a construction safety challenge with the goal of creating solutions to protect construction crews against COVID-19 and solicited 97 applications and products from 87 companies and startups. [Five of the ideas](#) were piloted in September, including wearable technology for contact tracing and social distancing, digital pre-screening of workers and smart video monitoring for health and safety.

The coalition's collaborative safety mission is set to endure beyond the pandemic and has since welcomed new members while continuing to accept and vet submissions. The efforts were also awarded *Construction Dive* magazine's "Innovator of the Year" award in December 2020.



# BV Foundation & Community Partnerships

By aligning partnerships with our mission and values, we create significant, measurable impact in the communities where we live and work. Our contributions and partnerships in the areas of clean water and sanitation, quality education, gender equality, sustainable cities and communities, and humanitarian aid are another significant step towards supporting the UN SDGs.

## Did you know:

More than \$20 million has been donated to charitable organizations and programs through the BV Foundation since its formation in 2007 in the areas of STEM, humanitarian aid, signature programs and reducing inequalities.

“The Matching Gift Program truly reflects the warmth, generosity and character of so many of our professionals. It really isn't a surprise that we recorded our largest ever set of donations in 2020 given the challenges communities faced throughout the world.”

**Bella Fletcher** Global People Experience Director & BV Foundation Manager



## Commitments:

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

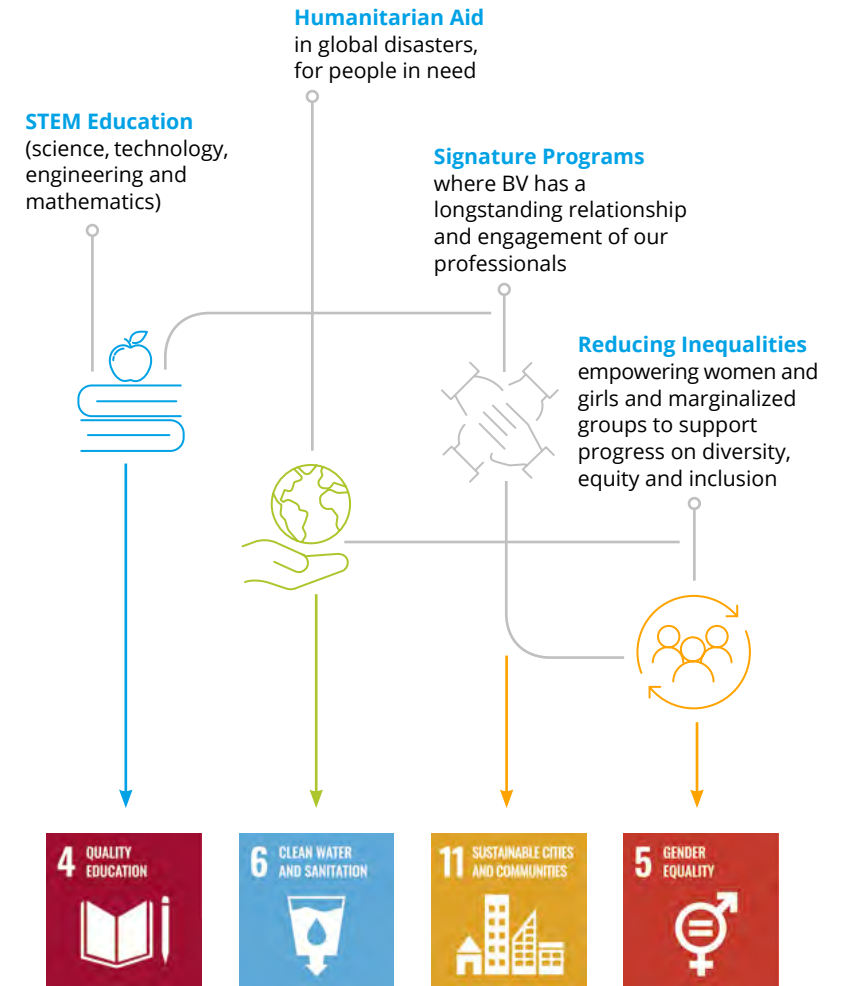
## Progress in 2020

- Published first [BV Foundation Annual Report](#)
- Distributed 150 grants totaling \$1.55 million
- Refreshed BV Foundation governance structure and processes to accommodate greater regional contribution, transparency and streamlined decision-making
- Aligned the program with UN SDGs and BV Sustainability Commitments, adding “reducing inequalities” as a funding focus area to support progress on DE&I
- Diversified our giving geographically, both within the U.S. and abroad
- Expanded Matching Gift Program in the U.S. resulting in 285 professional donations to 167 organizations matched by \$61,000 by the BV Foundation, an increase of 96% from 2019

## Near-Term Objectives 2021

- Require an annual outcomes-based presentation from recipients of large donations
- Increase participation in our Matching Gift Program: explore matching gifts from teams and enable professionals to donate directly to the BV Foundation and Employee Hardship Fund

# Core Focus Areas & Major Funding Priorities



“The value of the library and the BV MakerSpace adds many dimensions beyond the traditional library role. The funding BV provides to support the MakerSpace is being used to help people during the COVID-19 crisis.”

**Cindy Wallis-Lage** President, Water



BV prides itself on its heritage, values and ownership structure and continues to build on the legacy of the company founders, Ernest Bateman Black and Nathan Thomas Veatch. The two local university graduates formed a partnership with 12 professionals in downtown Kansas City in 1915, creating the foundation of our ongoing mission: *Building a world of difference through innovation in sustainable infrastructure.*

## Program Overview and Update

Sustaining and delivering critical human infrastructure to our communities is an ethos that pervades the halls of BV, from Overland Park, USA, to Santiago, Chile, to Beijing, China, and manifests itself through our philanthropic giving and community partnerships. The BV Foundation coordinates donations to organizations and programs worldwide and our professionals organize many other charitable and volunteer initiatives. The BV Foundation provides a way for the company and professionals to give back and create impact that aligns with BV's Mission and Values to build a world of difference in the communities where we live and work.

In 2020, changes were made to the structure and focus of the BV Foundation, reinforcing accountability, streamlining processes, extending grants into more diverse geographies and aligning our program to the UN SDGs.

These changes reflect a renewed focus to track donations and demonstrate outcomes more effectively, support the closer alignment of donations and activities to our strategic goals, and continually reinvigorate those overseeing the program. Refer to the GRI data tables at the end of this Report for more details on BV Foundation management.

The program also extended funding priority areas from STEM education, humanitarian aid in global disasters and signature programs to also include reducing inequalities. Reducing inequalities will mobilize grants and activities that empowers women and girls, and marginalized groups, to support progress on our DE&I commitment. The BV Foundation will involve and

*Photo credit: Corvias; Clean Water Partnership, Walker Middle School Bioretention*

consult with grassroots Employee Resource Groups for the first time in 2021, supporting determinations on grants that advance inclusion and social justice outcomes that matter most to our professionals. We will narrow the focus of our STEM education funding priorities to be more impactful and leverage current research to inform decision-making. The BV Foundation also solicits feedback from grant recipients, requestors and volunteers to evaluate how communities can continue to be served in the future.

## Community Partnerships Enabled Through BV Work

The Fresh Coast Protection Partnership in Wisconsin, United States is embracing community-based public-private partnerships, a structure where a local government and a private partner agree to a performance-based approach to build infrastructure and deliver on broader policy goals, such as community-centered metrics, incentivized redevelopment and workforce development.

The partnership between Milwaukee Metropolitan Sewer District (MMSD) and Corvias—a provider of creative, sustainable and long-term environment, energy and infrastructure solutions—working together with infraManagement Group (iMG), a wholly owned BV company, will deliver green infrastructure across 20 communities in the region. Through bioretention, constructed wetlands, subsurface storage and permeable pavements, and other measures, the program aims to protect water resources and improve resilience of stormwater systems as well as deliver social and economic benefits to the communities.

Read the full story [here](#).



“By embracing the new partnership model, MMSD is empowered to reach toward a goal of capturing 740 million gallons of stormwater with green infrastructure solutions by 2035. These solutions also provide water quality benefits that enable MMSD to advance its total maximum daily load goals. This model is accelerating program implementation and reducing overall cost for stormwater management. The real beauty of this holistic approach is that it provides social and environmental equity and economic development benefits to help achieve an improved quality of life for communities.”

**Bruce Allender** Chief Operating Officer, infraManagement Group  
(a wholly-owned BV company)



Social



Environment



Governance

# Talent Management, Learning & Development

Connecting our talented professionals to the problems they want to solve cultivates a culture of continuous professional and personal development, enabling people to reach their full potential. BV benefits from a passionate and engaged workforce that brings both expanded and new skills to their roles.

Talent Management and Learning and Development is a key element of BV's 2023 Strategy: upskilling and reskilling develops capabilities that allow talent to respond to market needs and creates a more flexible and adaptable workforce. Developing our people ultimately allows talent to grow and move more fluidly across the company while keeping institutional knowledge within the organization.



“We shifted to 100% virtual delivery in 2020. It is more than just taking a classroom presentation and sharing slides on-line; it’s about how we can organize content and activities into asynchronous pre-work, synchronous collaboration suitable for the virtual environment, and then post-work, delivering an experience that truly engages the learner and grows their capabilities.”

**Hyleme George** Global Talent Development Lead



“The EDGE program has allowed me to experience different roles within Black & Veatch that would not have been possible otherwise. The diversity of my experience has helped me to identify the type of career I want, while also providing a first-hand understanding of the wide services that our company offers.”

**Sean Michael** Graduate, EDGE Program



BV's most important resource is our people, and they are more dynamic than ever. We continue to transform digitally and move to a more distributed workforce, accelerated by the virtual and remote working demands that accompanied the pandemic. Embracing our Working in New Ways initiative, we are learning new skills, broadening our capabilities and creating new value for our clients.

### Program Overview and Update

Led by BV's Global Talent Management and Talent Development organization under the guidance of Corporate Policy 5.01— Personnel Policies and Procedures, professional development and career advancement are supported through the design and delivery of leadership, skill-based, and compliance-based programs that are aligned with our strategic objectives.

“On the one hand, we lose those casual collisions which aid learning and the onboarding process. However, with the circumstances we faced during COVID-19, we became a lot more intentional in our training and more data-driven. The Availability Pulse surveys gave us great line of sight into pockets of populations where we could address short-term resourcing needs, retain more talent in difficult times, and gain practicable insight into the mechanics of a distributed workforce.”

**Anna Kirk** Global Talent Management Lead



“The Engineering Next Steps program focused on broadening our young engineers' horizons on what skill sets they will need to deliver all kinds of new and future power projects for Black & Veatch. The training helped them connect the dots across all the roles involved in delivering successful projects that work alongside engineering.”

**Bralee Saiyawan** Performance Consultant, Talent Development, Asia

A range of metrics are used to steer talent development in BV including DE&I metrics, benchmark strength analyses for key roles, attrition and promotion rates, retirement risks, and competencies and skills inventories. These metrics will become increasingly important as BV improves the future readiness of the workforce in a rapidly evolving engineering and construction marketplace.

Leadership Discovery and Advanced Executive Business Acumen are signature leadership programs that provide opportunities for growth in both classroom settings and through action learning projects. Annual Safety, Ethics & Compliance, and Cybersecurity Awareness courses are cornerstone company-wide training, with optional Sustainability training courses being made available in 2021.

Close to 1,000 e-learning courses are available to all professionals on-demand. Courses are selected by the professional or assigned to them through their performance management portal. Role-specific programs, such as Project Management training, are available alongside highly technical courses and courses driven by business needs, such as the Leading Virtual Teams course introduced in 2020.

Several professional development programs give professionals exposure to, and mobility across, the company, regardless of their tenure. These include the Experience, Develop, Guide and Excel (EDGE) Program which provides a blend of rotational job experiences, mentoring and structured training curriculum to broaden graduate and earlier-career professionals. The Dimension Program helps experienced professionals expand their careers by identifying their strengths and interests and facilitating networking within the company. The NextOpps platform connects short-term project opportunities with professionals seeking new or different opportunities. The Availability Pulse Survey helps fill rapid-response roles to meet clients' needs and was particularly successful in 2020 given the disruptive impacts of COVID-19 on our clients.

“My first day was March 30, 2020. Uncertainty was looming in our nation as the pandemic was picking up speed. Thankfully, I had this amazing new job and several supportive colleagues and coworkers to guide me through the onboarding process. Everyone from HR, Recruiting, IT, and my team were knowledgeable and responsive. Even in the chaos, Black & Veatch was going the extra mile to set me up for success.”

**Tom Keegan** Multi-Media Training Developer



Social



Environment



Governance

# Labor Relations & Well-Being<sup>1</sup>

Cultivating a holistic view of physical and mental health fosters an empathetic and productive workforce. Investing in personal well-being provides benefits beyond the workday, and BV believes everyone deserves to have access to support and resources when and where they are needed.

## Did you know:

BV has a parental bonding leave program, reinforcing our belief that happier, more balanced personal lives lead to more productive working lives.

“The flip side of mobile working during COVID-19 was that some people found themselves more alone than ever before. We talk a lot about a manager’s duty of care for their professionals, and how we should be checking in with our peers and colleagues constantly to see how they are doing. We also want to remind everyone of our confidential employee assistance program with call and chat features that are available 24 hours a day. This is a free benefit for our professionals, and it’s an opportunity to have real-time conversations with a licensed counselor.”

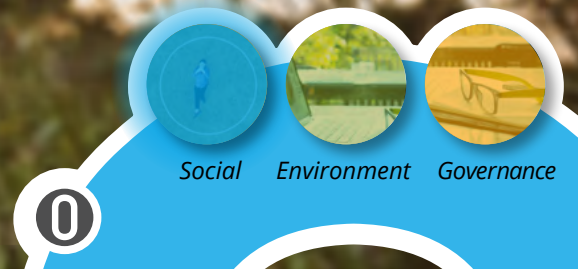
**Katie Johnson** Director, Global Employee Relations



“The pandemic accelerated changes to our employee workplace experience that were already underway. Our experience working through the height of the pandemic helped us shape a post-pandemic workplace strategy founded on activity-based working that promotes teaming, collaboration and task-based work. Simply stated, we are providing more “we” space and less “me” spaces, assigning professionals as Resident, Flex, Mobile, Virtual and Field depending on the frequency that they will be in an office environment.”

**Ralph DeGruttola** Director, Corporate Real Estate and Facilities & **Meghann Hoffman** Director, Corporate Real Estate and Facilities

<sup>1</sup> The two material topics of Labor Rights & Relations and Work/Life Balance have been combined to form this section.



The stress placed on our workforce in 2020 was unprecedented, whether working on essential project sites or working from home. Professionals on project sites adopted new behaviors and procedures that transformed daily interactions and routines, reducing the risk of exposure. For many at-home workers, daily life under COVID-19 restrictions presented numerous unexpected challenges, such as adapting to new collaboration tools and managing the collisions of working and personal lives.

### Program Overview and Update

BV Management communicated frequently with supervisors, stressing the need to be mindful of professionals' additional responsibilities of looking after children or elderly relatives while working at home. Supervisors were encouraged to embrace asynchronous work and accommodate flexible schedules. Back-to-school, caregiving, and other resources were distributed during the height of the pandemic to help professionals manage their personal obligations.

We continue to advance our Working in New Ways initiative, building on our longstanding flexible work schedule program and preparing for a more distributed workforce with even greater flexibility to balance their working and personal lives. Flexibility will in part come from an expanded number of work profiles including Resident, Flex, Mobile, Virtual, or Field that will be adopted as pandemic restrictions are relaxed and professionals are welcomed back to our global office locations. Programming is in place to expand, leverage feedback and refine the profiles, beginning with a pilot program in Portland, Oregon.

BV has a fundamental duty to ensure safety, equality and a harassment- and discrimination-free environment for its professionals. Ensuring every professional has a sense of belonging, inclusion and psychological safety gives professionals a higher level of job satisfaction, loyalty and sense of well-being. Providing professionals with fair and equitable pay and benefits, leave and employment protection ensures we attract and retain the best professionals.

Corporate Policy 5.01— Personnel Policies and Procedures, authorizes BV's Chief Human Resources Officer to develop, maintain and implement a Policy and Procedure Manual, which houses all major human resource processes and employment best practices and serves as a reference for supervisory professionals to administer BV policies. A confidential alert line and full HR investigation process is used to handle all employee grievances.

To evaluate labor rights performance, BV utilizes a series of mechanisms including external audits for equitable practices by the Office of Federal Contract Compliance Programs, internal audits for disciplinary actions, Affirmative Action planning for hiring and recruitment, annual market pay equity analysis, external performance ratings and organizational surveys.

### Keeping the Whole Team Safe and Healthy

Many BV teams were on the front lines during the COVID-19 pandemic, upgrading and building new infrastructure essential to keep the lights on, and the water flowing and preventing teleconferences with family, friends, co-workers and classmates from dropping.

Keeping all on-site workers safe and healthy was critical for projects to remain on schedule which prompted BV to extend its COVID-19 leave policy to craft workers. As a result, all craft workers were guaranteed full pay for up to two weeks if they were diagnosed with or had confirmed exposure to COVID-19.

On-site workers were given the same guidance to follow all Centers for Disease Control best practices; new websites were also created so that craft workers were able to access the same information as BV professionals. BV also created construction site "bubbles"—crews of 10 to 12 people—that had access to on-site testing. While workers would still return to their homes and families after hours, the initiative aimed to limit social interactions on-site where possible and lower the risk of spread by reducing groups' contact exposures.

Six hundred and twenty craft workers utilized the benefit in 2020. This limited potential team exposure across all the project sites while giving individuals peace of mind that they could stay at home without suffering financially. Combined with the extensive health and safety procedures practiced, this policy likely reduced the spread of COVID-19 on project sites. BV experienced zero project stoppages resulting from a COVID-19 outbreak in 2020.

"It avoided stressful dilemmas for craft workers exhibiting symptoms, or who had been contact traced, of having to decide between a paycheck or risk spreading the virus to their colleagues. Such a practice is unusual in the construction industry but reflects our inclusive and safety-focused culture. By putting money behind our words, it showed all our on-site workers that we genuinely cared about their health and safety."

**John Johnson** Vice President, Environmental, Safety, Health & Security



Social



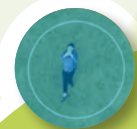
Environment



Governance

# Accelerate

Environmental Stewardship



Social



Environment



Governance



# Carbon Footprint & Climate Change

The increasing impacts of climate change demand that we not just act, but rather assume a leadership position in deploying infrastructure that mitigates, and adapts to, climate change. To address this imperative, we reduce our own carbon footprint and the carbon footprints of our clients.

## Did you know:

In 2020, BV committed to be a net-zero carbon company by 2025, [exited the business of designing and building coal-fired power plants](#), was a Top 10 solar PV contractor on [Solar Power World's annual rankings](#), and joined the [Center for Hydrogen Safety](#) and [California Hydrogen Business Council](#).

“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.”

Steve Edwards CEO



“The urgency to decarbonize is apparent through clients' announcements, governments' green recovery packages, and the latest science. Converting leaders' urgency into a plan when there is incomplete information is a challenge. Black & Veatch is developing roadmaps with clients across industries, helping them select the right technologies and make the right investments this decade, so they can meet their commitments in decades to come. We are doing the same work internally, developing a portfolio of policies, processes and programs that will allow us to meet our Net Zero by 2025 commitment.”

Deepa Poduval Vice President, Global Strategic Advisory



## Commitments:

- By 2023, we will reduce Scope 1 and 2 emissions by 40% and overall greenhouse gas (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 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

“Increasingly, our clients must address significant, global challenges in their core business strategies and capital investments. Decarbonizing the industry is our generation's moonshot. As a full-service infrastructure provider, Black & Veatch brings technical and commercial expertise to guide clients on that journey. As an employee-owned company, we're also doing our part to manage reductions in our own carbon footprint.”

Jason Rowell Associate Vice President, Director, Global Decarbonization Solutions



Social

Environment

Governance

## Progress in 2020

- Signed the UN Caring for Climate Pledge and established our net-zero carbon by 2025 commitment
- Engaged global professionals on future working preferences to inform new 2021 post-pandemic working arrangements
- Defined calculation methods for assessing the GHG emissions for a range of infrastructure projects that we work on
- Conducted a survey of BV professionals to establish geographic-specific teleworking electricity use
- Published our 2019 Carbon Footprint Report, a summary of our GHG emissions and had it third-party verified<sup>2</sup>

## Near-Term Objectives 2021

- Finalize our 2025 net-zero emissions plan and begin implementing
- Conduct a 2018 – 2020 baseline GHG emissions inventory for the infrastructure projects we work on; first annual disclosure in 2022
- Update policies and procedures to maintain some of the carbon footprint reductions experienced due to the global COVID-19 pandemic

## 2020 GHG Emissions Table<sup>3</sup>

		<i>tCO<sub>2</sub>e</i>		
		<b>2020</b>	<b>2019</b>	<b>2018</b>
<b>Scope 1 Direct</b>	Stationary Combustion	348	590	1,507
	Mobile Combustion	3,601	3,700	3,454
	Fugitive	0	1	0
<b>Scope 2 Indirect</b>	Purchased Electricity Market Based	10,049	16,511	17,871
	Purchased Heating Market Based	859	1,280	1,652
<b>Scope 3</b>	Scope 3	6,218	26,337	22,473
<b>Total GHG</b>		<b>21,075</b>	<b>48,419</b>	<b>46,957</b>



“Transportation and power generation have historically been two of the largest sources of greenhouse gas emissions. Now, the convergence of electric vehicles and renewable energy, along with several other zero-emission vehicles coming to market, is leading to sector coupling. We are honored to support clients with their decarbonization strategies by deploying enabling infrastructure for zero-emission vehicles. It’s part of BV’s strategy too—as we develop our net-zero carbon roadmap, our fleet is an integral part of that.”

**Dean Siegrist** Associate Vice President, Business Development

<sup>2</sup> BV has been reporting its North American corporate carbon footprint since 2010, and its global corporate carbon footprint since 2011, and will published its 2020 Carbon Emissions Report in 2021. The Black & Veatch’s GHG emissions inventory is completed in accordance with The Climate Registry’s General Reporting Protocol and the report is published with third-party verification and recommendations for future action. Read the calendar year 2019 report [here](#).

<sup>3</sup> Emissions are preliminary and unaudited. Known calculation errors have resulted in an overstatement of mobile combustion emissions for 2018 and 2019.



Social Environment Governance



"I still remember describing my job to my daughter, and her responding 'Dad, it sounds like every day is Earth Day for you.' That has served as an inspiration to me every day since. It's a source of pride that we are supporting decarbonization objectives of our aviation clients with alternatives like sustainable aviation fuel, and our maritime shipping clients with green methanol and ammonia, generated from green hydrogen."

**Gary Martin** Vice President, Global Business Development



The impacts of climate change are evident across the globe and include an increase in extreme heat and other extreme weather events, droughts, wildfires, bleaching corals, impacts to biodiversity and ecosystems, and rising sea levels. A changing climate also threatens human health and quality of life, food security, water security, and economic growth. As industries across sectors adapt their infrastructure to help mitigate the impacts of climate change, so too must all participants across the value chain.

## Program Overview and Update

Upgrading, retrofitting, and replacing infrastructure in a way that it is resilient and adaptive to evolving environmental conditions while reducing and then drawing down the accumulation of GHG in the atmosphere is one of the greatest challenges and opportunities to ensure the increase in global mean temperatures stays below 1.5° C.

As a project-based infrastructure company, managing our own carbon footprint and understanding how the infrastructure projects we work on intersect with the global carbon cycle is a priority. Impacts occur on infrastructure project sites, in the networks and systems projects are interconnected with, and within the communities and environments where projects are situated. BV's Corporate Policy — 8.01 provides a framework for aligning our commercial objectives with environmental stewardship, social progress, economic prosperity, and good governance. BV's Sustainability team has authority to collaborate with stakeholders and to integrate this framework with applicable corporate policies (e.g., travel policy). Success is measured based on our ability to reach our GHG carbon emissions reductions goals and to provide decarbonization and climate adaptation solutions for our clients.

## BV's Carbon Footprint

Initiatives like permanent reductions in business travel, increased procurement of renewable energy and continuing to adopt hybrid and zero-emission fleet vehicles will contribute to our net-zero pathway. Advancing these initiatives and commitments in 2020 has been both a challenge and an opportunity.

Scope 2 and Scope 3 business travel have historically been our two biggest sources of emissions. In 2020, our Scope 2 carbon footprint looked drastically different because our professionals were typically working from home while our Scope 3 business travel was reduced to zero for nine months of the year.

As in many other respects, the global COVID-19 pandemic accelerated changes underway prior to 2020. Adopting telepresence and web-based communications yielded positive outcomes faster and more productively than expected. Listening to the long-term preferences of our professionals, trusting them to work remotely, and making the option available to commute to offices based on the needs of their schedules, creates many benefits across our sustainability commitments and our broader 2023 Strategy.

With increased permanent teleworking options, our Scope 2 emissions will continue to decrease. Displacing emissions to professionals' residences and claiming them as reductions is not appropriate, so, we have begun calculating Scope 3 teleworking which will capture these displaced emissions, and we will begin calculating Scope 3 commuting. To support this effort, BV conducted a statistically significant survey to determine relevant geographic-specific teleworking emissions.

[Hear from BV professionals why climate change is important to them on bv.com.](#)

## BV's Infrastructure Projects' Carbon Footprint

In response to the belief that our greatest opportunity to contribute to sustainability comes from the work we do every day, in 2020 we began assessing the GHG emissions for a range of infrastructure projects that we work on.

Sustainability Business Partners and Sustainability Catalysts defined calculation methods for assets including water and wastewater treatment plants, conventional power generation plants, substations, telecommunications towers, gas processing facilities, and data centers. In 2021, we will calculate baseline emissions from 2018 through 2020 and begin calculating emissions on projects as they are executed.



# Water Stewardship

Greater than the world's need for water is the need to protect this precious shared resource. Our consumption and desire for all communities to have access to a trusted water source must be balanced with our collective impacts on watersheds. As a world-leading infrastructure company, BV has the capabilities, the credibility and the people to contribute to meaningful water stewardship.

## Did you know:

BV has contributed to more than 2,200 million gallons per day through water reuse projects in irrigation, agriculture, and direct and indirect potable reuse: this is approximately the amount of water used by seven million households in the U.S.

"Many consider Australia to have been the canary in the coal mine when it comes to climate change. Severe droughts and flooding have seen utilities truly embed resilience and sustainability into their long-term plans and programs. This means that the typical work we do such as planning a water recycling facility, like we are doing for Southeast Water, always strives to integrate additional holistic and circular economy considerations. These include steps like recovering energy and nutrients, while also reducing emissions by diverting organic food waste from landfill."

**James Currie** Managing Director,  
Water, Australia and New Zealand



## 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

## Progress in 2020

- Signed the UN CEO Water Mandate and established our Water Stewardship Commitment
- Defined calculation methods for assessing the water use for a range of infrastructure projects that we work on
- Conducted a survey of BV professionals to establish geographic-specific teleworking water use for our operational water use assessment
- Conducted a survey of BV subject matter experts to establish construction site water consumption for our operational water use assessment

## Near-Term Objectives 2021

- Conduct a 2018 – 2020 baseline water use assessment for the infrastructure projects we work on; first annual disclosure in 2022, according to the CEO Water Mandate disclosure framework
- Begin to use findings of our water use assessment to better manage direct and indirect water use in offices, on construction sites and in our supply chains



Social Environment Governance



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

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

"The City of Escondido needed a cost-effective solution that would be practical and not just somebody's dream. By creating a local and sustainable water supply and reducing dependency on imported water, you immediately see the benefits of gaining greater control of water quality, keeping prices down and producing high-quality recycled water for the region's avocado farmers."

Kevin Davis Program Manager, Water



## Program Overview and Update

In spite of our past efforts, we believe that gaining a deeper understanding of the water footprint of our own operations and our clients' infrastructure projects will result in even greater opportunities to shape more sustainable outcomes through the work we do every day. BV works with major water utilities and across the power, mining, data centers, gas, fuels, chemicals, industrial and manufacturing sectors, where water is a major input. Our ability to address the complexity and local nature of water as a critical resource—and do so at scale—lies at the foundation of our commitment.

Infrastructure projects in the industries that BV serves, withdraw, consume, reuse, and discharge water. Designing, upgrading, retrofitting, and replacing infrastructure so that it more effectively uses water is core to our business. As a project-based infrastructure company, managing our own water footprint and understanding how the infrastructure projects we're engaged in intersect with the global water cycle is important. Impacts occur in watersheds where infrastructure projects are sited, on infrastructure project sites, in the networks and systems with which projects are interconnected, and within the communities and environments where projects are situated.

Action planning for 2021 by the Sustainability team primarily addresses measurement, establishing baselines for both BV's operational water use and water used by the infrastructure projects we work on. In 2020, Sustainability Business Partners teamed with Sustainability Catalysts to define calculation methods for assessing the water use for a range of infrastructure projects that we work on.

## Sustainable Water Solutions

Commitments relating to energy and carbon are often at the forefront when large organizations refer to their sustainability efforts; however, this is changing, and companies are increasingly emphasizing water as a sustainability goal, according to BV's Corporate Sustainability Goal Setting and Measurement [report](#). Water service providers and large commercial users must address water footprint and sustainability challenges across environmental, social, technical, funding and regulatory considerations.

"Sustainable water stewardship is more than just reducing consumption. We need to think through the whole water cycle, impacts on communities and ecosystems, and opportunities and connections to other resources such as recovering energy and nutrients."

Dr. Zeynep Erdal Integrated Solutions Leader, Water



BV provides "One Water" solutions that integrate resource recovery and resilience. This work intersects with many aspects of water management including data security, keeping physical assets on-line, water recycling and renewing scarce resources, and protecting our environment and water supply.

Facing a converging challenge of aging wastewater pipelines and not enough potable water, the City of Escondido benefited from this type of holistic thinking across its water systems.

Read the full story [here](#).



# Biodiversity & Habitat

Without diligent planning and consultation with stakeholders, large infrastructure projects have the potential to cause long-term and catastrophic impacts on biodiversity and habitat. Rapidly evolving regulations and stakeholder expectations demand that projects include comprehensive environmental science, regulatory, climate and sustainability solutions.

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

"Our work is at the intersection of the natural and built environments. From meeting regulatory and permitting requirements to proactively improving outcomes for the environment and communities, sustainability is critical for our clients and their projects. Increasingly, nature-based solutions that mitigate the impact of climate risk present opportunities to increase business resilience and improve both the quantity and quality of habitat."

Lisa Fewins Managing Director, Environment

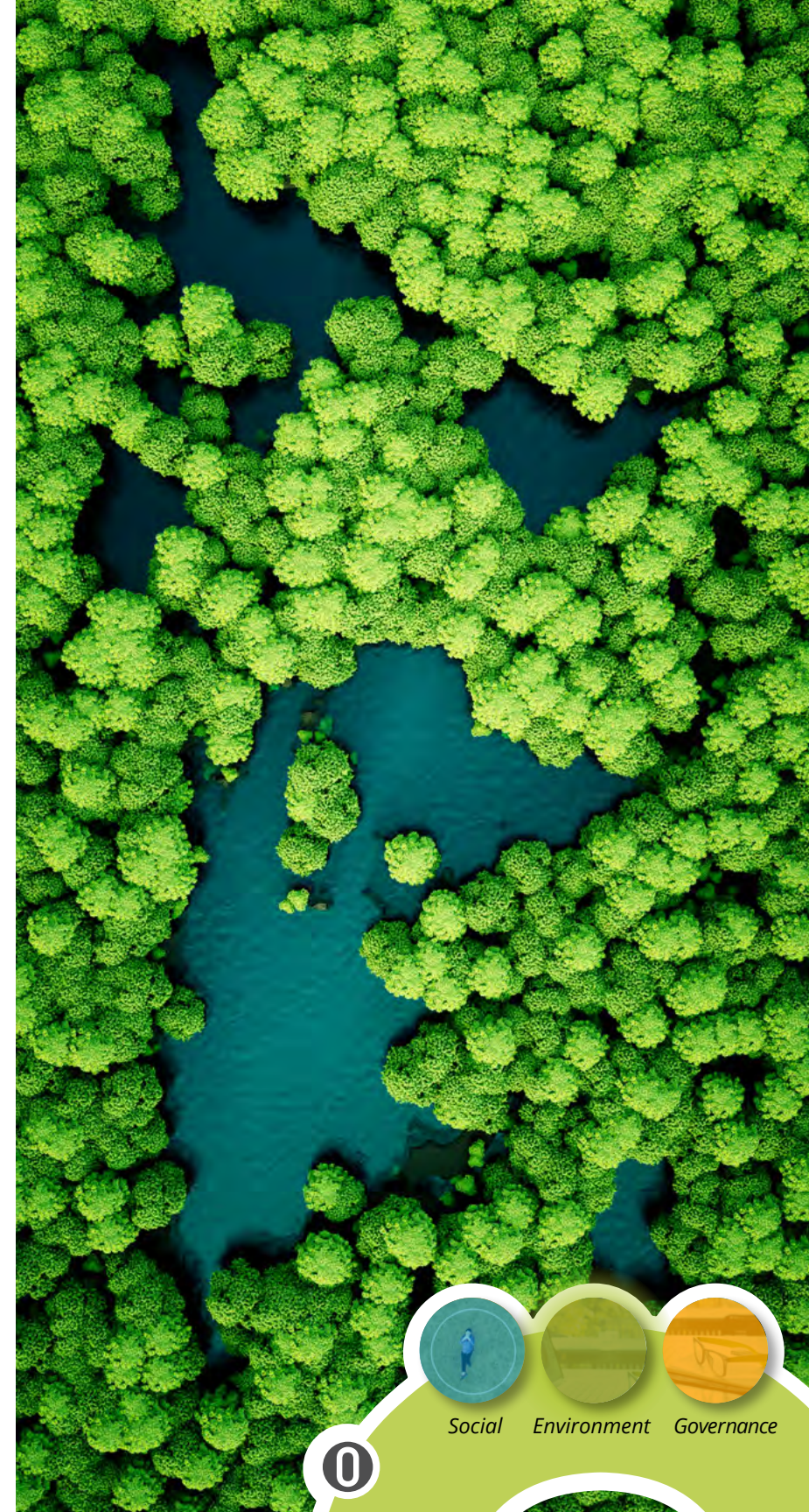


## Program Overview and Update

BV's operations include existing office buildings where our professionals work as well as temporary project construction sites. Project construction sites include both previously developed and greenfield sites. Greenfield construction sites represent the greatest potential impact to biodiversity and habitat sensitivity. Starting in 2021, BV's Sustainability team is mapping project construction sites relative to areas of high biodiversity and habitat sensitivity.

BV operates an ISO 14001-compliant environmental management system and maintains ISO certification in specific geographies. BV's environmental management system governs biodiversity and habitat on our project construction sites through our Endangered Wildlife and Protected Habitats Procedure. When BV has site construction environmental responsibilities, Project Managers ensure that BV and any contractor or subcontractor obtains the permits and licenses required for project construction and to comply with permit conditions, environmental impact statement mitigation requirements, applicable standards and good engineering practices for habitat management, noise compliance, and other environmental management issues associated with construction.

Infrastructure projects must work in harmony with the environments and communities in which they are built, and they must be adaptive and responsive to the environment in order to preserve and restore biodiversity and habitat. BV responded to new climate challenges and more stringent stakeholder expectations at the end of 2020 by pooling together BV scientists, consultants, and specialized ecological compliance and permitting experts to create a newly chartered business unit dedicated to the Environmental business. This newly established business unit will serve clients with increased scale and to improve clients' access to this expertise regardless of their industry or infrastructure requirement.



# Accelerate Good Governance



Social



Environment



Governance

# Sustainability Policy

How we deliver innovation in sustainable infrastructure is as important as what we deliver. Embedding sustainability principles into how we think as an organization demonstrates BV's innovative culture and our commitment to sustainable outcomes.

## Did you know:

BV was a charter organization for the establishment of the Institute of Sustainable Infrastructure's Envision®, a holistic framework and rating system that enables a thorough examination of sustainability and resilience across all types of civil infrastructure.

"Our commitment to employ sustainability principles in project design and execution is really a commitment to help our clients achieve their sustainability objectives. There are so many opportunities to improve the carbon footprint of our clients' data centers during engineering and construction, lowering total cost of ownership and improving environmental performance. Increasing resource efficiency, decarbonization, sustainable water management and minimizing waste are all objectives that require starting with the end in mind."

**Drew Thompson** Associate Vice President,  
Data Centers & Mission Critical Facilities



## Commitments:

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

## Progress in 2020

- Stakeholder engagement and Sustainable-by-Design working group member selection
- Sustainable-by-Design pilot projects

## Near-Term Objectives 2021

- Introduce updated 2021 Sustainability Policy to reflect 2023 commitments and strategy
- Charter cross-functional, company-wide Sustainable-by-Design working group
- Educate BV professionals on Corporate Sustainability Program through on-demand training modules; measure interest and engagement

Aleph Farms is leading the creation of a sustainable and accountable food system, paving a new way forward in the field of cultivated meat, growing delicious, real beef steaks from the cells of cows. Aleph Farms has identified a two-pronged approach to sustainability with a focus on sustainable biopharming and ecological restoration. Black & Veatch established a road map to help Aleph Farms reach their sustainability commitments including eliminating emissions associated with their meat production by 2025 and reach net-zero emissions across its entire supply chain by 2030.

*Photo credit: Aleph Farms, Technion Institute of Technology, Israel*



Social Environment Governance

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"The culture of our clients and partners is shifting rapidly so they are a lot more accepting of new processes, especially when it is so easy to see the time savings, increased accuracy and other sustainable benefits. We have only just started piloting the program, with early encouraging results that tell us there is so much more that we can do with our clients."

Mary Kreps Program Manager, Telecommunications



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

## Program Overview and Update

While BV currently incorporates principles of sustainability into much of the work we execute, the goal of the Sustainable-by-Design program is to establish a set of high-level principles that address different phases of a project's delivery. BV's Corporate Policy—8.01 provides a framework for aligning our commercial objectives with the pillars of sustainability. The program's working group, facilitated by the Sustainability team, includes a cross-section of stakeholders and subject matter experts to address the diversity of clients, geographies, project phases, roles, scopes, technologies and infrastructure types that are representative of our work.

The formal working group of cross-business unit and cross-functional stakeholders will be established in 2021 to refine a company-wide sustainability procedure. We will also establish feedback loops with our clients to validate the value of the program, and with our professionals to continuously improve implementation. The workstream and implementation will be governed by the chief engineers, quality managers and execution manual owners across all BV businesses, supported by the Sustainability Steering Committee.

## Piloting Sustainable Procedures with the Land Services and Acquisitions Group

Since 1996, BV's Land Services and Acquisitions Group has provided start-to-finish site acquisition services for national telecommunications carriers, guiding our clients through the complexities of real estate site audits, title, leasing, right-of-way, zoning and permitting issues. The group volunteered to pilot sustainability procedures in 2020.

One of the major successes was incorporating electronic signature and agreement processes to replace hard copies of lease execution, enabling the team to begin tracking and quantifying the time, cost and carbon savings of the new system. The six pilot projects also reduced site visits using GPS tools for candidate selection of small cell sites, so that pre-screening and data gathering could be conducted through one site visit compared to two, previously.

Learn more about a Sustainable-by-Design pilot [here](#).

## Electronic signature & agreement process savings from 6 pilots



Social Environment Governance

# Business Ethics & Anti-Corruption

We want to be recognized as a company that upholds the highest level of integrity and standards in ethics, morals, fairness and professionalism, and aim to influence by extending our standards wherever we do business.

## Did you know:

BV was one of the first U.S. companies with an office certified under the ISO 37001:2016 Anti-Corruption Management System.

## Commitments:

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.

"As compliance officers, we have to build open relationships and trust the people in the field. One of the biggest traps our function faces is being known as the Department of 'No.' We want people to feel comfortable and secure picking up the phone if they have any doubt or concern, so we catch these stress points early."

**Peter Loftspring** Chief Compliance Manager



## Progress in 2020

- Signed the UN Global Compact and established our Business Ethics & Anti-Corruption Commitment
- Reviewed first pilot ISO 37001 Anti-bribery Management System and identified improvements for company-wide implementation
- 99%+ of BV professionals completed annual ethics and compliance training within two weeks
- Signed the Solar Energy Industries Association's Solar Industry Forced Labor Prevention Pledge
- 88% of compliance inquiries were resolved within 24 hours

## Near-Term Objectives 2021

- Improve the automation and efficiency of global due diligence administration process
- Integrate due diligence processes into rollout of next-generation CRM system
- Identify and train three global offices for ISO 37001 certification readiness (certification process dependent on geographical implications of pandemic restrictions)
- Revisit Gifts & Hospitality policy and limits

How businesses function can have profound and meaningful impacts across our society. Dialogue that has given rise to global principles like the UN SDGs and the CEO Roundtable's revised declaration on the Purpose of a Corporation has elevated ethics and compliance programs and created clearer pathways for positive business contributions to society.

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



Social Environment Governance



## Program Overview and Update

Business ethics and anti-corruption reflect BV's [Core Values](#) and go to the very heart of the company's reputation as a reliable and trusted provider of critical human infrastructure; it is one of the most important and impactful material topics to BV's professionals and clients.

BV's Ethics & Compliance Management and Program is governed by Corporate Policy 4.11 — Compliance, is overseen by the Chief Compliance Officer and managed by the Chief Compliance Manager with support from the Assistant Compliance Manager and a network of Compliance Officers assigned to each business unit and major global office. In addition to periodic risk assessments, audits, and training programs, the Compliance team coordinates due diligence requirements to assure every third-party has been properly vetted and, if necessary, implements mitigation measures and training so that the possibility of corruption is minimized.

The Corporate Compliance Council underpins BV's compliance efforts and supports the implementation, auditing, and training activities required under our [Code of Conduct](#). It consists of Compliance Officers, business unit Legal Counsel, and the Chief Compliance Manager. The Council also aids in oversight of the Program.

At the heart of the Program is the motto: "when in doubt, shout!" which reflects BV's commitment to provide each professional with timely assistance should an issue arise across 17 different compliance practices.

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

In addition to training and periodic updates, inquiries and issues are fielded and resolved through supervisors, HR Business Partners, Compliance Officers, company counsel, members of the Compliance team, the Compliance and Alert Line, and a web-intake capability through BV's [Ethics & Compliance Management Program](#) website. Compliance inquiries are directed to Compliance team members 20 times more frequently than the web-intake form, demonstrating the results of the relationship-building done by the Compliance team.

## Focus on Anti-bribery Improvements

ISO 37001 is emerging as the gold standard for anti-bribery management, particularly in geographies where stringent legal frameworks are lacking. According to World Bank estimates, \$1.5 trillion is paid in bribes every year across the world, hindering inclusive and equitable economic development.

In September 2019, BV completed ISO 37001 certification for its Jakarta, Indonesia office in response to new anti-bribery compliance requirements decreed by the government. The Jakarta office translated and equated BV's program with the ISO 37001 standard and achieved certification within one

"When the internal auditors announced they were recommending us for ISO 37001 certification, the team shouted with joy. We take great pride in our reputation in Indonesia and throughout 2020 we have identified a number of improvements we can make on a global level which go beyond the mandatory requirements and will make an impact beyond Jakarta."

**Savitri Rakhmi** Chief Representative and Operations Manager, Indonesia



week with zero non-conformance issues identified by the auditors. The effort quickly transitioned to a pilot program to underpin BV's global program, targeting improvements beyond the mandatory certification requirements.

[Hear from BV professionals why business ethics are important to them on bv.com](#)

## Ethics & Compliance Management Program

### Guidance & Program Development

- Core Value of Integrity
- Code of Conduct
- 17 Compliance Practices

### Training & Engagement

- Online and In-person Training
- 'When in doubt, shout' campaign
- Grassroots Compliance Officers
- External Partner Training

### Continuous Improvements & Program Modification

- Changes in Law
- Digitization & Process Automation
- Corporate Compliance Committee

### Issue Identification, Mitigation & Resolution

- Alert Line and Web Intake
- In-person Compliance Officer Feedback
- Due Diligence Processes
- Gift & Hospitality Declarations
- Program Audits & Third-Party Surveys



Social



Environment



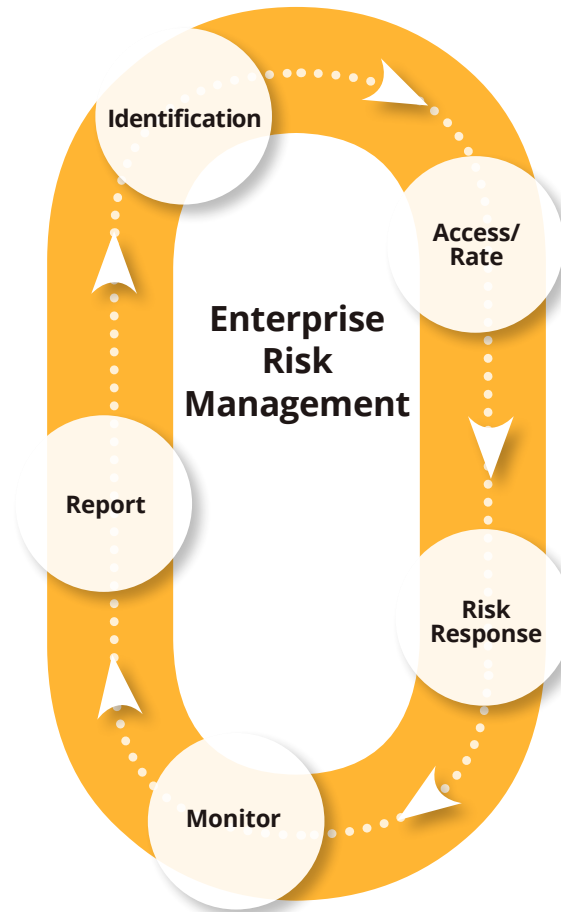
Governance

# Business Continuity, Risk Management & Emergency Preparedness

Integrating risk awareness into our decision-making will help us make informed decisions and strengthen the company's financial sustainability.

"At an enterprise level, we assess risks across strategy, operations, and compliance and other categories, helping to manage and reduce BV's exposure and strengthen our financial performance and business continuity. Obviously, like most other companies, our risk exposure grew in 2020 with COVID-19. We were very fortunate to be able to adjust so that many professionals could work remotely and our construction sites could stay active. But, the implications of a global pandemic on basic business functions like IT, sales, and new employee onboarding stress-tested our business continuity plans. We adapted and will carry lessons learned forward."

**Jason Fanning** Director, Enterprise Risk Management



## Did you know:

Between 2018 and 2020, over 150 professionals received training in enterprise risk management (ERM) through a partnership with the Construction Industry Institute and University of Texas at Austin. The training ingrained advanced ERM capabilities and behaviors in the organization. Expanding the partnership in 2021, BV's ERM team will collaborate on a training program to strengthen decision quality and risk identification and management.

## Program Overview and Update

Across a hundred global locations and serving hundreds of clients, business continuity and the health and safety of our clients, business partners, professionals and their families were our most important priorities in 2020. Detailed earlier in this Report, BV's ERM team played a critical role alongside BV's ESH&S team and many other groups.

BV manages enterprise risk at two levels. While each business unit manages risks specific to its line of work and industry, BV has a long-established ERM practice assessing risk across the company. ERM enables BV to operate and deliver against its strategic objectives by identifying, reacting to, and operating within a risk tolerance that is acceptable to management and other stakeholders.

As part of the Legal team, ERM reports to the Executive Committee with oversight from the Governance and Nominating Committee of the Board of Directors. The group partners across the organization to identify and assess risk to BV with the highest impacts and likelihood. In addition to assessments, the group also helps anticipate major risks and strengthens the organization's preparedness, and ability to mitigate and respond to risk events through training and policy creation and management.

Risks are identified and addressed on an ongoing basis and disclosed annually in an internal financial statement for professionals, the Executive Committee, and the Board of Directors to review and provide feedback. Enterprise-level risk that has a short-term effect on project execution is communicated on an as-needed basis and the ERM team works with line management to help with risk assessment and identify and develop mitigation plans.

BV conducts enterprise risk assessments primarily through risk workshops to monitor how risk is being managed and to identify any gaps that might exist. BV uses multiple mechanisms in preparation and in support of these assessments including internal and external auditing, measurement systems, external performance ratings and benchmarking, and stakeholder feedback.

Each BV office has an Emergency Action Plan and a Business Continuity Recovery Plans in place. The Plans are updated annually, or in response to major incidents such as the COVID-19 pandemic. Both Plans are business- and location-specific. Business Continuity Recovery Plans relate to major incidents lasting more than 24 hours where business impact analysis is a key component.



# Information Security & Cybersecurity

As the world adopts the efficiencies of digital communication and the tools of technology, BV is also embracing many of those tools to manage the security of information and maintain responsible, safe and secure connections for us and our clients, partners and colleagues.

“Black & Veatch is committed to protect the business and its clients by taking a risk-based approach to deliver next-generation critical human infrastructure projects and products.”

**Shibu Cherian** Chief Information Security & Data Protection Officer



Designed by BV, the LEED Silver-certified Army Cyber Command Facility in Fort Gordon, Georgia, meets anti-terrorism and force protection requirements. The facility houses collaborative, next-generation workspaces that help the Army compete with Silicon Valley for a highly skilled and technical workforce.

*Photo credit: Gensler*

## Program Overview and Update

Cybersecurity threats remain real and present for our clients, our organization, and for us as individuals. Alongside climate risks, natural and man-made disasters, aging infrastructure, and terrorism, cybersecurity is a major vulnerability of our clients' operations. For our clients that provide essential power, water, telecommunications and government services, one breach or failure can impact the lives of millions of people.

With the accelerating pace in technology adoption, data-driven decisions, and sophistication of cyber threats, we have taken a holistic risk management approach to effectively govern and manage cybersecurity and compliance risks, ensuring we have accurate and timely data to make business decisions and for effective cyber risk management.

BV's Information and Cybersecurity Management Programs are aligned to industry-leading controls and regulatory best practices to ensure confidentiality, integrity and availability of critical systems and data are maintained. Implementation of our Information Management standards and processes are led by our Chief Information Security & Data Protection Officer in the Chief Information Office, to ensure information

is properly managed and protected according to its sensitivity, client and regulatory obligations, as well as to comply with legal and retention requirements. BV is committed to providing standardized procedures and control capabilities that address enterprise security and client cybersecurity needs to ensure compliance, as well as to improve overall security and risk management. The Information and Cybersecurity Programs are positioned to enable the business to deliver secure solutions and to build and protect critical human infrastructure.

As part of the Cyber Defense & Operations Program, we have implemented a Global Cybersecurity Operations Center to monitor and respond to cybersecurity incidents, developed capabilities to perform threat hunting, and use threat intel to proactively identify threats and weaknesses as well as to prioritize remedial actions. The risk management framework ensures proper oversight and governance through internal and external risk assessments, risk metrics, security audits and testing, control review and measurement against industry peers, and external certifications. We conduct mandatory annual training and certification, and the program is supported by global IT resources and digital ambassadors across our business lines and geographies.



# Innovation

We do not simply engineer or construct things, and we do not see technologies as ends in themselves. We see problems and we put our collective imaginations to work. The world is constantly changing, and we want to be at the forefront of that change.

## Did you know:

The first Rapid Modular Health System solution—modular facilities that house medical screening and drive-through testing and vaccination (*pictured opposite*)—was developed and deployed within five weeks of announcing the solution.

“If you told me just over a year ago that we would be designing and outfitting vans with medical equipment to travel the country and deliver tests and vaccines for theme parks and the cruise ship industry, I wouldn’t have thought you’d be talking about Black & Veatch. We have an amazing past but the world is facing a whole new set of problems and this is the company that is going to solve them—whether that’s the next pandemic, an asteroid strike or whatever other challenge our world will face.”

**Rick Azer** Associate Vice President, Innovation and Strategy



Social Environment Governance

## Program Overview and Update

With the launch of our 2023 Strategy, Black & Veatch set a strategic imperative to be the most innovative and rapidly evolving company in the engineering and construction industry. This builds on a longstanding tradition of partnering with technology providers and project sponsors that are pioneering in their approach to critical human infrastructure.

Innovation is managed programmatically within the industries we currently serve by business units and by a dedicated innovation team. Our business units structure and manage their innovation programs in alignment with their clients' needs. Approaches vary, comprised of full- and part-time innovation teams, Growth and Innovation Officers, innovation programming as a talent management strategy, technology managers scouting the horizon, and partnerships with technology incubators and industry consortia, among others.

Collaborating across business units, BV's Growth Accelerator develops transformative growth strategies, enters new markets, and manages our company-wide portfolio. With advocacy, insight, and investment from BV's Growth Council, the Growth Accelerator manages a pipeline of new business concepts receiving strategic investment and cultivates them from ideation to launch.

## Ignite — Democratizing Innovation

BV's Ignite program invites professionals to propose, develop and launch new businesses. After four years, we've welcomed 250 participants who have pitched 125 ideas. The [teams launched new businesses](#) for next-generation agriculture technologies; advanced transportation infrastructure; carbon capture, utilization and sequestration; and innovative housing solutions, among others.

## Ignite<sup>x</sup> — Accelerating Partnerships

BV's Ignite<sup>x</sup> program fosters partnerships with early-stage companies focused on sustainable technologies and infrastructure. Entrepreneurs and companies gain valuable insights and resources for growing their businesses: technology development, deployment insights, and networking with investors, business partners and clients.

## Fostering Innovation to Respond to the Pandemic

The Ignite<sup>x</sup> program was first established to focus on commercializing cutting edge sustainable infrastructure solutions across areas such as renewable and distributed energy, advanced transportation, agriculture and machine learning. In March 2020, however, as the ramifications of the COVID-19 pandemic were becoming apparent, we refocused efforts on the emerging pandemic.

The all-virtual Ignite<sup>x</sup> [COVID-19 Response Accelerator](#) set out to scale emerging solutions to save lives, help communities cope, and protect economies around the world, backed by a commitment of \$500,000 in the form of grants and/or in-kind services from BV as well as additional advisory support from our many partners.

Crowdsourcing more than 300 applications, [18 organizations](#) were selected to join the partnership program in July and showcased their solutions in October. The wealth of solutions created through the program included disinfection, contact tracing, tracking, personal protective equipment, environmental sensing, virtual conferencing and other technologies. Five of these solutions were introduced at commercial sites in 2020, making 360°-immersive teleconferencing and automated proximity alerts a reality on many BV projects sites last year.

"I was three years into my career the first time I participated in the Growth Accelerator's Ignite innovation program. I was halfway through completing my MBA, and it was really fulfilling that Black & Veatch had this opportunity for all professionals to propose new businesses to pilot. What started out sounding like an interesting three-day workshop ended up altering my career path beyond engineering. After participating for two years, I've coordinated the program for two years and continue supporting the teams that are piloting new businesses, giving me an even more diverse set of experiences."

**Kaylyn Bartels** Process Engineer, NextGen Ag



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# GRI Content Index & Performance Data

## Organization and Management

GRI Standard Disclosure	Disclosure Title	Data/Location																																																																											
102-1	Name of the organization	BVH, Inc. and its subsidiaries (collectively, "Black & Veatch" or "BV")																																																																											
102-2	Activities, brands, products and services	<a href="#">See page 3</a> , Meet Black & Veatch. BV primarily provides the following services: asset management, construction, management consulting, engineering, environmental services, experts on demand, operations & maintenance, performance management, procurement, and program & risk management.																																																																											
102-3	Location of headquarters	<a href="#">See page 3</a> , Meet Black & Veatch																																																																											
102-4	Location of operations	BV employs individuals in 30 countries. Nearly 70% of professionals are located in the United States. No single country outside the United States includes greater than 10% of professionals. Countries are considered to have "significant operations" if they employ greater than 10% of BV's employee population.																																																																											
102-5	Ownership and legal form	<a href="#">See page 3</a> , Meet Black & Veatch																																																																											
102-6	Markets served	i. See page 3, Meet Black & Veatch. BV serves markets globally. ii. See page 3, Meet Black & Veatch iii. Public and private utilities and infrastructure owners and financial institutions.																																																																											
102-7	Scale of the organization	<a href="#">See page 3</a> , Meet Black & Veatch <a href="https://www.bv.com/offices">https://www.bv.com/offices</a>																																																																											
102-8	Information on employees and other workers	<p>a-c. See tables. All employment figures as of 31 December 2020. d. Contractors are hired for construction projects. Contractor staffing levels will vary significantly from project to project. As of 31 December 2020, 4.3% of workers were contingent workers.</p> <table border="1"> <thead> <tr> <th>Contract</th> <th>Female professionals</th> <th>Male professionals</th> <th>Undisclosed professionals</th> <th>Region</th> </tr> </thead> <tbody> <tr> <td>Permanent</td> <td>2313</td> <td>5734</td> <td>16</td> <td></td> </tr> <tr> <td>Temporary</td> <td>175</td> <td>1247</td> <td>4</td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td>6981</td> <td>20</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Permanent</td> <td>1639</td> <td>4005</td> <td>3</td> <td>USA</td> </tr> <tr> <td></td> <td>674</td> <td>1729</td> <td>13</td> <td>Other</td> </tr> <tr> <td>Total</td> <td>2313</td> <td>5734</td> <td>16</td> <td></td> </tr> <tr> <td>Temporary</td> <td>82</td> <td>878</td> <td>1</td> <td>USA</td> </tr> <tr> <td></td> <td>93</td> <td>369</td> <td>3</td> <td>Other</td> </tr> <tr> <td>Total</td> <td>175</td> <td>1247</td> <td>4</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Full-time</td> <td>2334</td> <td>6864</td> <td>20</td> <td></td> </tr> <tr> <td>Part-time</td> <td>154</td> <td>117</td> <td>0</td> <td></td> </tr> <tr> <td>Total</td> <td>2488</td> <td>6981</td> <td>20</td> <td></td> </tr> </tbody> </table>	Contract	Female professionals	Male professionals	Undisclosed professionals	Region	Permanent	2313	5734	16		Temporary	175	1247	4		Total		6981	20							Permanent	1639	4005	3	USA		674	1729	13	Other	Total	2313	5734	16		Temporary	82	878	1	USA		93	369	3	Other	Total	175	1247	4							Full-time	2334	6864	20		Part-time	154	117	0		Total	2488	6981	20	
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GRI Standard Disclosure	Disclosure Title	Data/Location
102-9	Supply chain	BV engages a global supply chain of original equipment manufacturers, material suppliers, and subcontractors to deliver projects for clients.
102-10	Significant changes to the organization and its supply chain	2020 brought significant changes in operations due to the global COVID-19 pandemic. By March, office-based professionals mostly worked from home and project site-based professionals adapted to limit their exposure. As a project-based organization, the location of suppliers and relationships with suppliers changes annually, reflecting the composition of active projects. In December 2020, BV announced the divestment of our Black & Veatch Limited water business in the UK and the operating entities comprising our Water Asia group; the transaction occurred in 2021.
102-11	Precautionary Principle or approach	BV is a market leader in delivering infrastructure solutions that improve human quality of life, expand economic activity, and minimize impacts to the environment that accommodate client-specific needs. BV is committed to preventing environmental and health and safety incidents and actively works to prevent incidents in our office and on our job sites. We work to continuously improve our services, provide thought leadership and practice good stewardship of our operations, the environment, and the communities in which we work.
102-12	External initiatives	<a href="#">See pages 7-9, BV Sustainability Program Management and page 32, Business Ethics &amp; Anti-Corruption</a>
102-13	Memberships of associations	<p>AABC Commissioning Group  ACEC of Kansas  Acid Drainage Technology Initiative – Metal Mining Sector  Advanced Energy Group  Air Force Association  Alpha Resources Quarterly Surveys  American Academy of Environmental Engineers  American Association of Cost Engineers  American Association of Cost Engineers International  American Association of Petroleum Geologist  American Concrete Institute  American Council of Engineering Companies  American Council of Engineering Companies National  American Council of Engineering Companies of Metropolitan Washington  American Gas Association  American Geophysical Union  American Institute of Architects  American Institute of Certified Planners  American Institute of Steel Construction  American Membrane Technology Association  American Planning Association (member of Federal Planning Division and Florida Planning Division)  American Public Gas Association  American Public Power Association  American Public Works Association  American Society for Metals  American Society for Quality. Divisions: Design &amp; Construction, Energy &amp; Environmental, Quality Management  American Society of Civil Engineers  American Society of Heating, Refrigeration and Air Conditioning Engineers  American Society of Mechanical Engineers  American Society of Plumbing Engineers  American Society of Safety Engineers  American Water Resources Association  American Water Works Association  American Welding Society  American Wind Energy Association  Army Engineering Association  Associated General Contractors  Association for Talent Development  Association for Talent Development Kansas City Chapter  Association of Environmental &amp; Engineering Geologists  Association of Environmental Engineering Geologists  Association of Environmental Engineers and Science Professors  Association of Metropolitan Water Agencies  Association of Missouri Geologists  Association of Old Crows  Association of Proposal Management Professionals</p> <p>Association of Public-Safety Communications Officials  Association of State Dam Safety Officials  Association of Unmanned Vehicles International  Atlanta Geological Society  Australian Water Association  Bersin by Deloitte Research and Sensing  British Dam Society  Business Council for International Understanding  CA Hydrogen Business Council  CALSTART  Canadian Electricity Associatio  Catalyst Global Supporter  Center for Hydrogen Safety  Center for Transportation and the Environment  Charl  Chartered Institute of Water &amp; Environmental Management  Chartered Institution of Water and Environmental Management  China Center International Division, U.S. Chamber of Commerce  CIGRE  Clean Fuels Ohio  Community Air Mobility Initiative  Construction Industry Institute  Construction Management Association of America  Construction Users Roundtable  CTIA - Smart Cities Working Group Membership  Design Professionals Coalition (DPC) Part of ACEC  Design-Build Institute of America  Disability:IN Greater Kansas City  E Source  Edison Electric Institute  Electric Power Research Institute  Employee Owned S Corporations of America  Energy Block Consortium Board Membership  Energy Institute  Energy Storage Association  Engineers Without Borders  EUFI  Forth  Fuel Cell Hydrogen Energy Association  Geological Society of America  Global Catalyst Supporter  Greater Kansas City Chamber of Commerce  Green Hydrogen Coalition  Grid Edge  GridWise Alliance  Hydrogen Council  Hydropower - HYD  IEEE  Industrial Projects Services  Institute of Chemical Engineers  Institute of Electrical Engineers</p> <p>Institute of Environmental Management &amp; Assessment  Institute of Marine Engineering, Science &amp; Technology  Institution of Civil Engineers  Institution of Engineering &amp; Technology  Institution of Mechanical Engineers  International Association of Geochemistry  International City and County Manager's Association  International Commission on Large Dams  International Desalination Association  International Erosion Control Association  International Fair Trade Association  International Ozone Association  International Relations Council  International Society of Soil Mechanics &amp; Geotechnical Engineering  International Tunneling &amp; Underground Space Association  International Ultraviolet Association  International Water Association  Interstate Natural Gas Association of America  ISNetworld  Kansas Chamber of Commerce  Kansas City Area Development Council  Landscape Institute  League of Kansas Municipalities  Member of the Committee for Professional Engineer Exam Development  Mid-America LGBT Chamber of Commerce  Missouri Chamber of Commerce  National Association of Clean Water Agencies  National Association of Colleges and Employers  National Association of Flood and Stormwater Management Agencies  National Association of Water Agencies  National Black Caucus of Locally Elected Officials  National Council of Architectural Registration Boards  National Council of Examiners for Engineering and Surveying  National Defense Industrial Association  National Fire Protection Association  National Ground Water Association  National HydroPower Association  National League of Cities  National Rural Water Association  National Society of Professional Engineers  National Trust of Historic Preservation  National Water Research Institute  North American Council for Freight Efficiency  Overland Park Chamber of Commerce  Peak Load Management Alliance  Project Management Institute  RMEL  Royal Institute of Chartered Surveyors</p> <p>Singapore International Water Week  Smart Electric Power Alliance  Society For Human Resource Management  Society for Mining, Metallurgy &amp; Exploration  Society for Risk Analysis  Society of American Engineers  Society of American Value Engineering - SAVE International  Society of Environmental Toxicology and Chemistry  Society of Fire Protection Engineers  Society of Professional Marketing Services  Society of Professional Roped Access Technicians  Solar Energy Industry Association  Solar Energy Institute  Stockholm International Water Institute  Structural Engineering Association, KS, MO – Charter Member  Sustain OC  Tennessee Society of Professional Engineers  The American Society of Heating, Refrigerating and Air-Conditioning Engineers  The Geological Society  The National Association of Corrosion Engineers  U.S. - Africa Business Center, International Division, U.S. Chamber of Commerce  U.S. Chamber of Commerce  U.S. Chamber of Commerce  U.S. Conference of Mayors  U.S.-ASEAN Business Council  U.S.-India Business Council, International Division, U.S. Chamber of Commerce  UCA/IEEE Subcommittee  UCAIUG OpenFMB User Group  United States Energy Association  United States Society on Dams  Urban League of Greater Kansas City  US Conference of Mayors  US Green Building Council  Utilities Technology Council  Utility Analytics Institute  Vertical Flight Society  Water Design Build Council  Water Environment Federation  Water Environment Research Foundation  Water Environmental Federation  Water for People  Water Quality Association  Water Research Foundation  WaterReuse Association  Western Energy Institute  Western Hemisphere (Americas Department), International Division, U.S. Chamber of Commerce  World Energy Council  World Water Forum  Zpryme (Sensus)</p>

GRI Standard Disclosure	Disclosure Title	Data/Location
102-14	Statement from senior decision-maker	<a href="#">See page 2</a> , Foreword & Introduction and <a href="#">page 5</a> , 2020 is Hindsight: a Conversation with Steve Edwards, CEO. Find extended conversation <a href="#">here</a> .
102-15	Key impacts, risks and opportunities	BV engineers, constructs and consults on critical human infrastructure projects—long-lived assets that generally improve human quality of life and expand economic activity while minimizing impacts on the environment. Our key stakeholders include: 1) our professionals who expect to be engaged in meaningful work, 2) our clients who expect we deliver value-additive projects, and 3) communities and our clients' customers who expect improved infrastructure service. Managing our portfolio of infrastructure pursuits and projects is a continuous process that includes quarterly reports to the Executive Committee. Portfolio management includes market assessment, prioritization and strategic planning activities at the business unit and P&L levels. Business units and P&Ls identify, assess and factor in challenges and opportunities, including those related to sustainability trends, in their market assessments. Market assessments inform portfolio management decisions. In the reporting period, there was a qualitative increase in pursuits and projects related to clients' sustainability objectives. BV is committed to providing industry-leading solutions for clients' most complex challenges which increasingly relate to stakeholder expectations, climate change, resource availability, aging infrastructure and others that intersect with the four pillars of sustainability ( <a href="#">social progress</a> , economic prosperity, <a href="#">environmental stewardship</a> and <a href="#">good governance</a> ). See an additional description of opportunities and progress in each section of this Report.
102-16	Values, principles, standards and norms of behavior	<a href="https://www.bv.com/company/mission-vision-values">https://www.bv.com/company/mission-vision-values</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">See pages 32-33</a> , Business Ethics & Anti-Corruption
102-18	Governance structure	<a href="#">See page 7</a> , BV Sustainability Program Management BV's Executive Committee is comprised of the Chief Executive Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, General Counsel and Presidents from the Power, Water, Telecommunications, and Oil & Gas business units. 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 Sustainability Steering Committee; Safety Leadership Team; Diversity, Equity & Inclusion Council; and BV Foundation Board are responsible for guiding priorities, policies and programs related to economic, environmental, and social topics.
102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">See page 7</a> , BV Sustainability Program Management. A Group President is the Executive Sponsor for BV's Sustainability Strategy and is responsible for multiple P&Ls and corporate functions and serves on the Executive Committee and Board of Directors.
102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">See page 7</a> , BV Sustainability Program Management On-going review of the sustainability program's progress and priorities is provided by monthly consultation of the Sustainability Steering Committee, a group of individuals appointed from across all of the companies business function, and quarterly dialogue with the Executive Committee. The on-going discussion and regular surveying of stakeholders allows the Sustainability team to understand key concerns and address them through communications, reporting, and programming.
102-22	Composition of highest governance body and its committees	<a href="https://www.bv.com/board-of-directors">https://www.bv.com/board-of-directors</a>
102-32	Highest governance body's role in sustainability reporting	BV's CEO reviews and approves the annual Report.
102-40	List of stakeholder groups	BV's professionals, clients and their customers, suppliers, and communities.
102-41	Collective bargaining agreements	0.002% of total employees are covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	BV conducted our first materiality assessment in 2020 and focused on engaging two key stakeholder groups: BV's professionals and our clients. Professionals were engaged because they motivated BV's corporate sustainability program. Clients were engaged because, as owners and operators of critical human infrastructure the services, utilities and functions they perform, and the work we do for them, align with the pillars of sustainability.
102-43	Approach to stakeholder engagement	BV's Sustainability Steering Committee is engaged monthly during planning and progress report meeting. BV's Executive Committee, professionals and Sustainability Catalysts are engaged quarterly during presentations, webinars, activities, communications campaigns and reporting activities. Sustainability Business Partners are engaged quarterly during strategy, planning and reporting meetings. Clients are regularly engaged through executive, strategy and business development presentations.
102-44	Key topics and concerns raised	<a href="#">See pages 7-9</a> , BV Sustainability Program Management

GRI Standard Disclosure	Disclosure Title	Data/Location
102-45	Entities included in the consolidated financial statements	Not applicable. As a private company, BV does not prepare public consolidated financial statements.
102-46	Defining report content and topic Boundaries	<a href="#">See page 7-9</a> , BV Sustainability Program Management. Topic boundaries were established based on how BV impacts each topic and if impacts are internal or external to the organization.
102-47	List material topics	<a href="#">See page 9</a> , BV Sustainability Program Management.
102-48	Restatement of information	A Communication on Progress was submitted to the U.N. in January of 2021 on the anniversary of becoming a signatory and before this Report was prepared. There are no essential changes or corrections to the Communication on Progress in this Report.
102-49	Changes in reporting	Not applicable. This is the first Report published by BV with material topics and topic boundaries.
102-50	Reporting period	The reporting period of the GRI Content Index comprises 1 January through 31 December 2020
102-51	Date of most recent report	Not applicable.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report or its contents	Brian Sifton, SiftonBW@bv.com
102-54	Claims of reporting in accordance with the standards	<a href="#">See page 2</a> , Foreword & Introduction
102-56	External assurance	External assurance was not sought for this report. Scope 1, 2, and 3 greenhouse gas emissions were last verified by a third-party for BV's 2019 emissions.



Social Environment Governance

## Material Topic: Diversity, Equity & Inclusion and Human Rights

GRI Standard Disclosure	Disclosure Title	Data/Location																																																			
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 12-13</a> , Diversity, Equity & Inclusion																																																			
103-2	The management approach and its components	<a href="#">See pages 12-13</a> , Diversity, Equity & Inclusion																																																			
103-3	Evaluation of the management approach	<a href="#">See pages 12-13</a> , Diversity, Equity & Inclusion																																																			
405-1	Diversity of governance bodies and employees	<p>a. BV's Board of Directors is comprised of both internal and external members. Demographic data is not available for external board members.</p> <p>a. i. Board of Directors: 25% female</p> <p>a. ii. Board of Directors: Information unavailable</p> <p>a. iii. Board of Directors: Information unavailable</p> <p>b. i. Gender composition of employees by employee category - See table</p> <p>b. ii. Age composition of employees by employee category - See table</p> <p>b. iii. Information unavailable</p>																																																			
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p><b>Age composition of employees by employee category</b></p> <table border="1"> <thead> <tr> <th rowspan="2">Leadership Level</th> <th colspan="3">Age</th> <th rowspan="2">No Data</th> </tr> <tr> <th>&lt;30</th> <th>30-50</th> <th>50+</th> </tr> </thead> <tbody> <tr> <td>Individual Contributor</td> <td>23.3%</td> <td>52.2%</td> <td>23.3%</td> <td>0.7%</td> </tr> <tr> <td>Supervisor</td> <td>4.5%</td> <td>65.3%</td> <td>29.6%</td> <td>0.7%</td> </tr> <tr> <td>Department Head</td> <td>0.0%</td> <td>51.2%</td> <td>48.8%</td> <td>0.0%</td> </tr> <tr> <td>Officer</td> <td>0.0%</td> <td>29.7%</td> <td>70.3%</td> <td>0.0%</td> </tr> </tbody> </table> </div> <div style="width: 48%;"> <p><b>Gender composition of employees by employee category</b></p> <table border="1"> <thead> <tr> <th rowspan="2">Leadership Level</th> <th colspan="3">Gender</th> </tr> <tr> <th>Female</th> <th>Male</th> <th>Undisclosed</th> </tr> </thead> <tbody> <tr> <td>Individual Contributor</td> <td>27.8%</td> <td>71.9%</td> <td>0.3%</td> </tr> <tr> <td>Supervisor</td> <td>23.2%</td> <td>76.6%</td> <td>0.2%</td> </tr> <tr> <td>Department Head</td> <td>22.3%</td> <td>77.7%</td> <td>0.0%</td> </tr> <tr> <td>Officer</td> <td>12.9%</td> <td>87.1%</td> <td>0.0%</td> </tr> </tbody> </table> </div> </div>			Leadership Level	Age			No Data	<30	30-50	50+	Individual Contributor	23.3%	52.2%	23.3%	0.7%	Supervisor	4.5%	65.3%	29.6%	0.7%	Department Head	0.0%	51.2%	48.8%	0.0%	Officer	0.0%	29.7%	70.3%	0.0%	Leadership Level	Gender			Female	Male	Undisclosed	Individual Contributor	27.8%	71.9%	0.3%	Supervisor	23.2%	76.6%	0.2%	Department Head	22.3%	77.7%	0.0%	Officer	12.9%	87.1%	0.0%
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411-1	Incidents of violations involving rights of indigenous peoples	None																																																			
412-1	Operations that have been subject to human rights reviews of impact assessments	None																																																			
412-2	Employee training on human rights policies or procedures	<p>99.8% of Black &amp; Veatch employees received training on human rights policies and procedures in 2020, totalling 16,600 hours under the following training categories:</p> <ul style="list-style-type: none"> <li>-Anti-harassment &amp; Discrimination</li> <li>-Ethics &amp; Compliance</li> <li>-Diversity &amp; Inclusion</li> </ul>																																																			



Social Environment Governance

## Material Topic: Health, Safety, & Security

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 14-15</a> , Health,Safety & Security.
103-2	The management approach and its components	<a href="#">See pages 14-15</a> , Health,Safety & Security.
103-3	Evaluation of the management approach	<p>Performance in managing health and safety across the organization is evaluated by the following:</p> <ul style="list-style-type: none"> <li>• Internal auditing via an Environmental, Safety, Health &amp; Security (ESH&amp;S) Score Card process administered on all projects. This evaluates compliance with established programs policies and procedures.</li> <li>• Leading and lagging indicators as developed through the Executive Committee and Safety Leadership Team. Typical incident rates (recordable incident rate, lost work day case rate, DART rate) are all used as lagging indicators. BV utilized a list of several leading indicators as our primary focus area. These may include training completion, observations, daily inspections, craft involvement metrics, corrective action completion, etc. Leading indicators are selected by each business based on performance areas that they wish to either evaluate or improve.</li> <li>• BV benchmarks with various groups (National Construction Safety Executives, Construction Industry Institute, Bureau of Labor Statistics).</li> <li>• An Employee Involvement Program is a prime source of stakeholder feedback, focused on craft and contractor inputs. Observation and corrective action processes result from these programs to assist with continual improvement. Our ESH&amp;S web-page also has areas for professionals to offer suggestions.</li> <li>• Grievance mechanisms are typically managed through employee relations and well as the Alert Line</li> </ul>
403-1	Occupational health and safety management system	<p>An occupational health and safety management system has been implemented to address both legal and risk requirements. In order to meet applicable legal requirements or other government-mandated requirements related to ESH&amp;S (e.g. Occupational Safety and Health Administration in the U.S. and Health and Safety Executive in the U.K.) BV implements policies and procedures applicable to all operations, globally. Programs can be enhanced or amended to address local or regional requirements. All work locations are required to abide by the applicable corporate procedures as well as any local/regional amendments.</p> <p>Our policies and procedures apply to all of our workforce. When engaged with contractors on projects we use a Loss Control Manual that set an administrative structure for the project. This provides consistency on how the program is run and set minimum standards for rules and processes. Contractual terms provide structure on our ESH&amp;S responsibilities. If we are on a project where we are not responsible for construction safety, our professionals must abide by BV rules and any additional requirements set forth by the client or construction contractor.</p>



Social Environment Governance

GRI Standard Disclosure	Disclosure Title	Data/Location
403-2	Hazard identification, risk assessment, and incident investigation	<p>Hazard identification and risk assessment processes are multi-faceted. In general, there are three types of work exposures that we address, with the most hazardous/risky being project locations. This is followed by professionals that travel, then office environments.</p> <p>Project hazards are identified in the beginning stages of the project lifecycle as teams assess work operations and their risks. Risks are assessed and addressed through engineering, constructability or procurement actions to mitigate the hazards or lower the risk level through mitigations or other controls. Safety by Design practices are employed and if the hazards cannot be appropriately addressed through up-front controls, the project execution team is made aware that additional actions are required to address un-mitigated risks. When executing, our field teams use two primary tools to identify hazards and associated risks. First, the Job Hazard Analysis (JHA) process requires supervision to identify work tasks, identify hazards and associated risks and address those risks through mitigation or controls that either eliminates the hazard or addresses the risk level through other controls. This is where the hierarchy of controls is used. Prior to daily work activities, first line supervisors gather their crew to review the JHA components of the work they will perform that day (or shift). This is memorialized during the Safety Task Assignment (STA) meeting. Various checklists, reminders and processes are discussed during the STA so crews understand their work, it's hazards and control measure to mitigate risk.</p> <p>JHA's are evaluated routinely and the JHA process is reviewed during project Score Cards. The STA process is evaluated on a daily basis and businesses have implemented STA reviews to recognize supervisors that perform them well and assist supervisors that may need additional training or assistance. The STA is also used as a feedback tool for our craftsmen/women to provide their assessment of how well policies and procedures are working. Employee Involvement Program (EIP) observations are also evaluated for feedback commentary from our craft.</p> <p>During hiring processes (on-boarding/orientation) we instruct all personnel of our Stop Work Authority (SWA). Every person within our company, or working on our job has SWA and are encouraged to use it when they are not comfortable with a work assignment or view a hazard or risk that is not properly addressed. The EIP process also encourages participants to engage in meaningful conversations with their peers to address at-risk behaviors or conditions. SWA is encouraged and individuals that exercise SWA are recognized in a positive way, not chastised. SWA is discussed at every STA meeting and is on the STA form for all to see. At BV, SWA is not just a slogan it is an expectation, regardless of one's title or position.</p> <p>BV has incident reporting criteria and educates all professionals on incident reporting processes and expectations. Incidents involving injury, environmental events, property damage, security events, near-miss events, etc. are all collected and classified in our Safety Management System software "DoneSafe". At a project level, each incident is evaluated and based on risk potential, various forms of investigation take place. Every Friday, the SLT reviews every reported incident. Incidents are evaluated based on risk or potential risk and those incidents are pulled into our incident review process. At least once a week, incidents pulled from the SLT review and brought to a group meeting for discussion. The supervisor responsible, conducts the investigation and prepares a presentation based on our incident review process template. Description of the incident, involvement, contributing factors, 5-Why analysis, root cause determination and corrective actions are covered. If the group agrees with the findings, corrective actions are verified and placed in our management system and tracked to completion. If additional actions are required of the investigation team, they are supported and additional investigation commences.</p> <p>Corrective actions are classified based on impact and complexity. Program and policy changes are assigned to the VP-ESH&amp;S for action.</p>
403-3	Occupational health services	<p>We utilize personnel that are properly trained and certified in First-Aid, CPR and the use of AED's. Project and office locations have access to trained responders to assist with minor injuries and initiate external support when needed. Our Emergency Action Plan guides this process. For occupational injuries/illnesses we utilized local clinics and hospitals based on vetting and availability. Our workers compensation program also is engaged in local care and treatment facilities. We also engage a virtual medical provider that is available 24-7-365 and consist of occupational physicians to triage worker injuries and illnesses. If additional, off-site, care is needed, the medical provider's physician will engage the local provider to insure that proper care and treatment is being rendered. The medical rovider's physician also follows up with the injured person to check on diagnosis, prognosis and treatment plans. Injury/illness cases are tracked and reported until the case is closed by the physician. If workers compensation is involved, they coordinate all care and treatment via nurse case managers. BV evaluates all medical services routinely to validate that our professionals receive the best care possible.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>We implement an Employee Involvement Program (EIP) where craft and staff professionals have opportunities to provide observations and feedback related to ESH&amp;S matters. EIP is introduced in orientation and reminders are provided daily during the STA process. EIP observations are collected and evaluated to address concerns or suggestions for improvement. Projects recognize observations/suggestions at all-hands meetings and provide trinkets or other small token of appreciation.</p> <p>Each project institutes a Craft Safety and Health Committee where each predominate craft is represented. Meetings are held (at least monthly) and the committee discusses ESH&amp;S matters, improvements, suggestions, etc. Committees also review the EIP observations and choose which suggestions deserve additional recognition. At a more senior level, projects gather our clients and leaders from subcontractors at Executive Safety Committee meetings. These leaders typically assemble monthly to discuss ESH&amp;S issues and improvement opportunities. At the corporate level, businesses have Business Safety Leadership Teams comprised of senior leaders and safety professionals. They also meet routinely to evaluate progress toward business safety plans and address issues or concerns. At the most senior level, the company has a Safety Leadership Team (SLT) comprised of senior leaders (VP or above) which also includes business Presidents, the CFO and CEO. This group meets weekly to discuss incidents, perform incident reviews (on the most critical incidents), evaluates corrective actions and works on actions and initiatives to drive progress and strengthen culture. In total there are well over 100 committees and/or groups that meet to discuss ESH&amp;S matters comprised of well over 1,000 individual participants.</p>

GRI Standard Disclosure	Disclosure Title	Data/Location																																				
403-5	Worker training on occupational health and safety	BV has a comprehensive ESH&S training program. From mandatory annual safety refresher training to tool/equipment specific training. There are hundreds of training offerings at every level of the organization (craft to supervisor).																																				
403-7	Prevention and mitigation of occupational health & safety impacts directly linked by business relationships	To prevent or mitigate significant negative occupational health and safety impact, BV effectively and consistently implements our programs, policies and procedures. At the highest level, our Enterprise Risk Management (ERM) group facilitates risk awareness, risk assessment and risk mitigation at the corporate level. Businesses use the ERM models to evaluate risk at the business and project level. Controls, mitigations, and other actions to address these risks are executed.																																				
403-9	Work-related injuries	<p>a. See Employees table. 21,819,822 were hours worked by employees in 2020.  b. See Contractors table. 8,681,404 hours were worked by contractors in 2020.  c. See table footnotes.  d. <a href="#">See pages 9-10</a>, Health, Safety &amp; Security.  e. Rates have been calculated based on 200,000 hours worked.</p> <table border="1"> <thead> <tr> <th colspan="3">Employees</th> <th colspan="3">Contractors</th> </tr> <tr> <th>Safety Metric</th> <th>Number</th> <th>Rate</th> <th>Safety Metric</th> <th>Number</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>Fatalities</td> <td>0</td> <td>0</td> <td>Fatalities</td> <td>0</td> <td>0</td> </tr> <tr> <td>Lost Time Incidents</td> <td>6</td> <td>0.04</td> <td>Lost Time Incidents</td> <td>2</td> <td>0.07</td> </tr> <tr> <td>Days Away, Restricted and Transfer (includes lost time incidents)</td> <td>12</td> <td>0.08</td> <td>Days Away, Restricted and Transfer (includes lost time incidents)</td> <td>3</td> <td>0.11</td> </tr> <tr> <td>Total recordable work-related injuries</td> <td>27</td> <td>0.18</td> <td>Recordable work-related injuries</td> <td>13</td> <td>0.47</td> </tr> </tbody> </table> <p><i>Main work-related injuries for all: lacerations.</i></p> <p><i>Main work-related injuries for contractors: Strains/sprains</i></p>	Employees			Contractors			Safety Metric	Number	Rate	Safety Metric	Number	Rate	Fatalities	0	0	Fatalities	0	0	Lost Time Incidents	6	0.04	Lost Time Incidents	2	0.07	Days Away, Restricted and Transfer (includes lost time incidents)	12	0.08	Days Away, Restricted and Transfer (includes lost time incidents)	3	0.11	Total recordable work-related injuries	27	0.18	Recordable work-related injuries	13	0.47
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Social Environment Governance

## Material Topic: BV Foundation and Community Partnerships

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 16-17</a> , BV Foundation and Community Partnerships and <a href="#">BV Foundation Report</a>
103-2	The management approach and its components	<p><a href="#">See pages 16-17</a>, BV Foundation and Community Partnerships</p> <ul style="list-style-type: none"> <li>• All grant recipients are now asked to complete an annual report and from 2021, recipients of donations of more than \$100,000 will be asked to make an annual outcomes-based presentation to the BV Foundation Regional Committee and Board.</li> <li>• The BV Foundation is sponsored by the Chief Executive Officer and managed by the BV Foundation team within HR's Global Experience Group. The BV Foundation Board has final authorization on grant decisions, made on a quarterly basis, and comprises of the regional chairs plus the Chief Human Resource Officer.</li> <li>• BV Foundation Regional Committee currently convenes at our three most active regions: the United States; Asia Pacific; and Europe, the Middle East and Africa.</li> <li>• All grants require an officer to serve as Executive Sponsor.</li> <li>• Reviewing grant requests under \$10,000 has been streamlined where the BV Foundation team can assess them before submission for committee approval.</li> <li>• Grants in excess of \$10,000 require full assessment by the Committee at regional and Board level. Only grants submitted by BV professionals are considered.</li> </ul>
103-3	Evaluation of the management approach	<a href="#">See pages 16-17</a> , BV Foundation and Community Partnerships and <a href="#">BV Foundation Report</a>
413-1	Operation with local community engagement, impact assessments, and development programs	<a href="#">See pages 16-17</a> , BV Foundation and Community Partnerships.



Social Environment Governance



## Material Topic: Talent Management, Learning & Development

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See page 18-19</a> , Talent Management, Learning & Development
103-2	The management approach and its components	<a href="#">See page 18-19</a> , Talent Management, Learning & Development
103-3	Evaluation of the management approach	<a href="#">See page 18-19</a> , Talent Management, Learning & Development
404-2	Programs for upgrading employee skills and transition assistance programs	<p><a href="#">See page 18-19</a>, Talent Management, Learning &amp; Development</p> <p>b. Since 2002, BV has developed annual succession plans and conducted talent reviews. Succession planning looks at critical positions and identifies internal and external successors who may fill a role when a critical position comes open. Talent review examines business objectives and looks at what talent is required to execute on our strategy. One output of the talent review is identifying groups of professionals for targeted development to boost their leadership skills to meet our strategy and to prepare them better for changing roles and work assignments. Black &amp; Veatch offers a variety of programs for continued employability. Dimension is an online rotations platform that gives all professionals the chance to easily identify potential opportunities for career growth and progression using an automated, step-by-step process. EDGE provides early career professionals a unique combination of rotational job experiences, structured training, and direct access to business leaders to accelerate career progression. NextOpps is an on-demand "gig" work platform that connects short-term projects to professionals who may have time available or want to expand their skill set.</p>



Social Environment Governance

## Material Topic: Labor Rights & Well-Being

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 20-21</a> , Labor Relations & Well-Being
103-2	The management approach and its components	<a href="#">See pages 20-21</a> , Labor Relations & Well-Being
103-3	Evaluation of the management approach	<a href="#">See pages 20-21</a> , Labor Relations & Well-Being
402-1	Minimum notice periods regarding operational changes	Not applicable for BVCI construction industry collective bargaining agreements.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable for BVCI construction industry collective bargaining agreements.



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## Material Topic: Carbon Footprint & Climate Change<sup>4</sup>

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See page 23-25</a> . Carbon Footprint & Climate Change
103-2	The management approach and its components	<a href="#">See page 23-25</a> . Carbon Footprint & Climate Change
103-3	Evaluation of the management approach	<a href="#">See page 23-25</a> . Carbon Footprint & Climate Change
302-1	Energy consumption within the org	<p>a. Total: 149,280,927 MJ.            Fuel breakdown: Natural Gas - 1,675,771 MJ; Diesel - 26,654,141 MJ; Gasoline - 26,007,253 MJ; Gas Oil - 3,481,443 MJ;            Purchased Electricity - 75,145,995 MJ; Purchased Heating - 16,316,324 MJ</p> <p>b. 0            c. 0            d. 0h            e. 149,280,927 MJ            f. The Climate Registry, CRIS            g. National Institute of Standards and Technology (NIST); EIA</p>
302-2	Energy consumption outside the org	<p>a. Jet Fuel - 19,084,464 MJ; Rental Vehicle Gasoline - 29,508,047 MJ; Work-at-home Electricity - 7,996,614 MJ; Work-at-home Heating - 5,126,764 MJ            b. The Climate Registry, CRIS            c. National Institute of Standards and Technology (NIST); EIA</p>
305-1	Direct (Scope 1) GHG emissions	<p>a. 3,949.44 tCO<sub>2</sub>e            b. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O            c. 0            d. See page 23-25, Carbon Footprint &amp; Climate Change                i. GHG emissions calculations were third party verified in 2019                ii. See page 23-25, Carbon Footprint &amp; Climate Change                iii. N/A            e. The Climate Registry (GRP 3.0), CEMARS            f. Operational control            g. National Institute of Standards and Technology (NIST); EIA</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>a. 10,907.83 tCO<sub>2</sub>e            b. 10,907.83 tCO<sub>2</sub>e            c. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O            d. See page 23-25, Carbon Footprint &amp; Climate Change                i. GHG emissions calculations were third party verified in 2019                ii. See page 23-25, Carbon Footprint &amp; Climate Change                iii. N/A            e. The Climate Registry (GRP 3.0), CEMARS            f. Operational control            g. National Institute of Standards and Technology (NIST); EIA</p>
305-3	Other indirect (Scope 3) GHG emissions	<p>a. 6,218.14 tCO<sub>2</sub>e            b. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O            c. 0            d. Jet Fuel - 19,084,464 MJ; Rental Vehicle Gasoline - 29,508,047 MJ; Work-at-home Electricity - 7,996,614 MJ; Work-at-home Heating - 5,126,764 MJ            e. See page 23-25, Carbon Footprint &amp; Climate Change                i. GHG emissions calculations were third party verified in 2019                ii. See page 23-25, Carbon Footprint &amp; Climate Change                iii. N/A            f. The Climate Registry (GRP 3.0), CEMARS            g. National Institute of Standards and Technology (NIST); EIA</p>

<sup>4</sup> 2020 Carbon emission inventory is preliminary and unverified. Finalized results will be published when available..

## Material Topic: Water Stewardship

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 26-27</a> , Water Stewardship
103-2	The management approach and its components	<a href="#">See pages 26-27</a> , Water Stewardship
103-3	Evaluation of the management approach	<a href="#">See pages 26-27</a> , Water Stewardship
303-1	Interactions with water as a shared resource	The majority of BV's operational interaction with water occurs in two circumstances: the first is consumption of (typically) surface water that has been treated by municipal- and regional-water utilities that is delivered to the homes and offices BV professionals work in, and discharged to municipal wastewater systems. This includes drinking water, water used in company kitchens and break areas, and water used for sanitation and hygiene. The second is water managed and consumed on construction sites. The scope and scale of our operational interaction with water varies from project to project, but includes: drinking water, dust suppression, stormwater management, dewatering excavations, hydrotesting, and water used during the startup and commissioning phases of projects, among others. Withdrawals and discharges of water vary by project but are typically surface water. The protection of the environment, pollution prevention, and reduction of impact from projects is of utmost concern during construction activities and all projects obtain and maintain relevant permits for discharges, stormwater pollution prevention plans, and mitigation measures for stormwater impact according to local, state and federal regulating agency requirements. In addition to our operational interaction with water, BV engineers, constructs and consults on infrastructure projects that withdraw, consume and discharge water. As part of the sustainability commitments we made in 2020, we are conducting a water footprint assessment for the infrastructure projects we work on.
303-2	Management of water discharge-related impacts	As an engineer, constructor and consultant for for clients in industries that discharge significant volumes of water (e.g. municipal drinking water, municipal waste water, power, energy, mining) BV regularly support clients in meeting local, state, federal and sector-specific water quality standards and guidelines. As an organization, our operational discharges occur in two circumstances: discharge to municipal wastewater systems from the homes and offices (one owned, the remainder leased) BV professionals work in. The second is water discharged on construction sites. The protection of the environment, pollution prevention, and reduction of impact from projects is of utmost concern during construction activities and all projects obtain and maintain relevant permits for discharges, stormwater pollution prevention plans, and mitigation measures for stormwater impact according to local, state and federal regulating agency requirements.



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## Material Topic: Biodiversity & Habitat

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See page 28</a> , Biodiversity & Habitat
103-2	The management approach and its components	<a href="#">See page 28</a> , Biodiversity & Habitat
103-3	Evaluation of the management approach	<a href="#">See page 28</a> , Biodiversity & Habitat
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside of protected areas.	N/A, Black & Veatch operates our of offices in urban areas and is not at risk for impacting protected areas. In future reports, we will track proximity of project sites to sensitive habitats to evaluate the impact of the work we do for our clients.
304-4	IUCN Red List species and national conservation list species with habitats in areas affects by operation	N/A, Black & Veatch operates our of offices in urban areas and is not at risk for impacting habitats for IUCN Red List and national conservation list species. In future reports, we will track proximity of project sites to such habitats to evaluate the impact of the work we do for our clients.



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## Material Topic: Sustainability Policy

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 30-31</a> , Sustainability Policy
103-2	The management approach and its components	<a href="#">See pages 30-31</a> , Sustainability Policy
103-3	Evaluation of the management approach	Not applicable. Limited effort dedicated to this workstream in 2020, no evaluation established at the time of the publication of this Report
306-1	Waste generation and significant waste related impacts	Most of our waste is non-hazardous. Soil contaminated with diesel or hydraulic oil from faulty lines on equipment on site, oily water, etc. All waste generated as part of construction outside of these are the responsibility of the client or owner and is included in their waste generation.
306-2	Management of significant waste-related impacts	BV recycles in office locations, available options for material recycling in construction locations, and recycles oil generated on project sites when possible. When possible, green bulbs are purchased to prevent generation of universal waste. BV has a commercial relationship with a third-party that manages and tracks all waste generated on BV sites. All waste is tracked and sent to only vetted and approved facilities for disposal to limit the number of locations we send materials. Waste is tracked in an online system by the third-party providing BV visibility into all site locations, profiles, disposal locations, and copies of all manifests. Sites keep manifests in project files, but corporate tracks through the online system as well.
306-3	Waste Generated	BV tracks waste claimed under our name at active field projects but does not track waste generated by office operations. As an EPC service provider, the majority of construction site waste is generated and claimed by our clients. In 2020, BV was responsible for 0.9 metric tons of construction site waste. This quantity and types of material were reduced in 2020 due to COVID-19.
306-4	Waste diverted from disposal	On project sites, nearly all waste is the responsibility of the client/owner. The amount of waste BV is responsible for that is diverted from disposal is minimal and therefore not tracked.
306-5	Waste directed to disposal	All hazardous waste tracked by BV is generated offsite.  Hazardous construction site waste incinerated: Hydraulic Fluid/Oil, Methanol – 0.09 metric tons Dichloroisocyanuric Acid, dry or salts – 0.03 metric tons Hypochlorite Solutions – 0.02 metric tons Flammable Aerosols – 0.04 metric tons Hydraulic Oil/Solvents – 0.07 metric tons Paint Related Material – 0.07 metric tons Mineral Spirits/Gas – 0.33 metric tons Fuel Additives/Solvents – 0.27 metric tons  Non-hazardous construction site waste: Synthetic vinyl copolymer dispersion liquid - 300 gallons - incinerated Hydraulic Oil - 0.04 - reclaimed
307-1	Non-compliance with environmental laws and regulations	No incidents of non-compliance with environmental laws and/or regulation occurred during the reporting period or in the previous 5 years. BV has had two reportable incidents in the past 5 years. In July 2016, approximately 90 gallons of combustion turbine lube oil was released on a project site. All notifications were made as required and the spill was cleaned up and disposed of properly. In April 2020, a transformer was damaged and leaked approximately 100 gal of superfine transformer oil. All spilled material and impacted soil was excavated and disposed of properly.
308-1	New suppliers that were screened using environmental criteria	3%
414-1	New supplier that were screened using social criteria	100% All new suppliers are automatically screened using a set of legal and social criteria. Any vendors flagged for concerns are not considered.

## Material Topic: Business Ethics & Anti-Corruption

GRI Standard Disclosure	Disclosure Title	Data/Location																											
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 32-33</a> , Business Ethics & Anti-Corruption																											
103-2	The management approach and its components	<a href="#">See pages 32-33</a> , Business Ethics & Anti-Corruption																											
103-3	Evaluation of the management approach	<a href="#">See pages 32-33</a> , Business Ethics & Anti-Corruption																											
205-1	Operations assessed for corruption risks	100%. This was performed through (i) internal assessments performed by each business unit and regional office Compliance Committee and (ii) evaluation of a sample office (Jakarta) made as part of the company's annual ISO 37001 re-certification.																											
205-2	Communication and training about anti-corruption policies and procedure	See table.																											
		<table border="1"> <thead> <tr> <th></th> <th colspan="2">Percentage of professionals by region</th> </tr> <tr> <th>Occupational groups</th> <th>USA</th> <th>Other Regions</th> </tr> </thead> <tbody> <tr> <td>Senior managers</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Middle and other managers</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Professionals</td> <td>100%</td> <td>99.9%</td> </tr> <tr> <td>Administrative and Senior Clerical</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Clerical Personnel</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Intermediate Sales and Service Personnel</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Semi-professionals and technicians</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>		Percentage of professionals by region		Occupational groups	USA	Other Regions	Senior managers	100%	100%	Middle and other managers	100%	100%	Professionals	100%	99.9%	Administrative and Senior Clerical	100%	100%	Clerical Personnel	100%	100%	Intermediate Sales and Service Personnel	100%	100%	Semi-professionals and technicians	100%	100%
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Intermediate Sales and Service Personnel	100%	100%																											
Semi-professionals and technicians	100%	100%																											



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## Material Topic: Business Continuity, Risk Management, & Emergency Preparedness

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See page 34</a> , Business Continuity, Risk Management & Emergency Preparedness
103-2	The management approach and its components	<a href="#">See page 34</a> , Business Continuity, Risk Management & Emergency Preparedness





## Material Topic: Information Security & Cyber Security

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See page 35</a> , Information Security & Cyber Security
103-2	The management approach and its components	<a href="#">See page 35</a> , Information Security & Cyber Security
103-3	Evaluation of the management approach	<a href="#">See page 35</a> , Information Security & Cyber Security
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not available due to confidentiality constraints.



## Material Topic: Innovation

GRI Standard Disclosure	Disclosure Title	Data/Location
103-1	Explanation of the material topic and its Boundaries	<a href="#">See pages 36-37</a> , Innovation
103-2	The management approach and its components	<a href="#">See pages 36-37</a> , Innovation
103-3	Evaluation of the management approach	<a href="#">See pages 36-37</a> , Innovation



## 2020 ISO Certifications

Certification	Type	Location
ISO 14001	Environmental Management System	India (Pune & Mumbai)
		United Kingdom (Redhill, Bradford, Edinburgh, Swansea, Bristol, Leeds, Bradford on Avon, Exeter, Glasgow, Chester)
		Australia (Melbourne)
		New Zealand (Auckland)
		Hong Kong
ISO 45001	Occupational Health & Safety Management System	United Kingdom (Redhill, Bradford, Edinburgh, Swansea, Bristol, Leeds, Bradford on Avon, Exeter, Glasgow, Chester)
ISO 9001	Quality Management System	United Kingdom (Redhill, Bradford, Edinburgh, Swansea, Bristol, Leeds, Bradford on Avon, Exeter, Glasgow, Chester)
		Australia (Melbourne)
		New Zealand (Auckland)
		China (Beijing)
		Hong Kong
ISO 37001	Anti-bribery Management System	Indonesia (Bina Viktori)
OHSAS 18001	Occupational Health & Safety Management	Australia (Melbourne)
		New Zealand (Auckland)
		United Arab Emirates



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# Disclaimer

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

