



KIEWIT'S COMMITMENT TO HIRING AND RETAINING THE BEST WORKFORCE

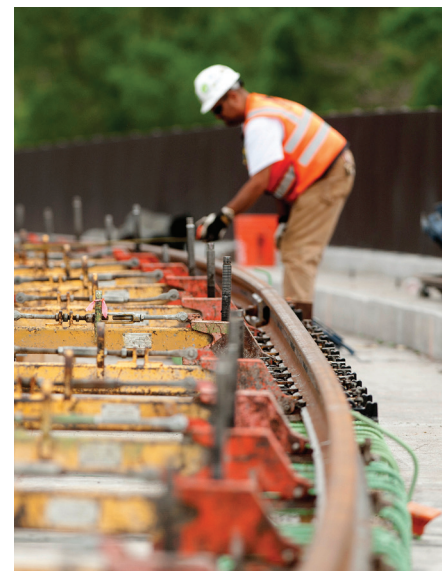
Kiewit's position and reputation as one of the largest and most respected construction and engineering organizations in North America is thanks to a committed staff and craft workforce. Every employee brings a unique perspective to their role, making us better at what we do as one company. With diverse backgrounds and experiences, we come together to solve the industry's loftiest challenges.

Hiring and retaining the best people in the business is the foundation of Kiewit's success. It's what the building; industrial; mining; power; oil, gas & chemical; transportation; and water and wastewater projects we deliver, are built on.

OUR EFFORTS

Our efforts to hire a diverse staff and craft workforce of the best and brightest, include:

- *Employing people of all backgrounds*
Kiewit is an equal opportunity employer and we believe that a diverse workforce is vital to the success of our business. We recruit on a variety of college and university campuses and military bases, and at community job fairs to build a workforce representative of the places we live and work.
- *Developing the next generation of construction and engineering professionals*
We partner with local schools and youth outreach organizations to introduce adventurous and rewarding career opportunities in the construction and engineering industry to new generations. Our Outreach staff works with Kiewit project and office personnel to coordinate classroom sessions with hands-on engineering learning activities, and/or on-site visits to see construction in action. Participants are encouraged to ask Kiewit employees about the work they do and potential career paths. These sessions can be tailored to students as young as kindergarten, up to high school and non-traditional students, who with proper training, are ready to join the workforce now.



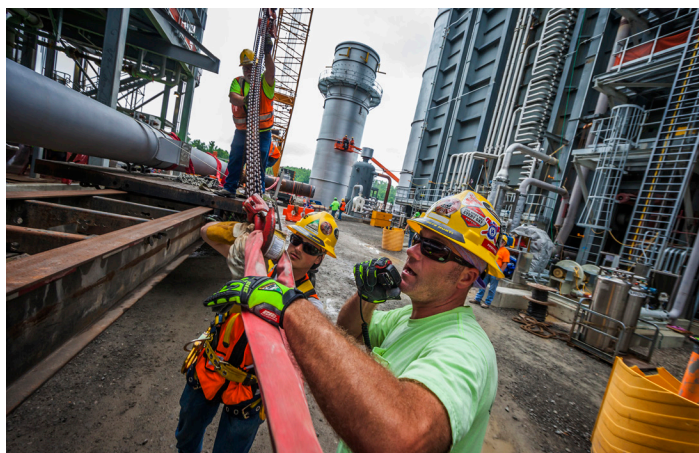


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- *Encouraging more women to join our industry and championing their success at Kiewit*

We connect with young women to encourage a career in our industry as early as elementary, middle and high school, by collaborating with organizations like Girls Inc. and the National Association for Women in Construction (NAWIC) to develop educational opportunities. Our annual Women's Construction Leadership Seminar (WCLS) invites some of the most promising collegiate female leaders in construction and engineering programs across North America to spend two days with Kiewit employees learning about the fundamentals of our business and what it takes to build a successful professional career. Twelve First Fridays was formed as an extension of WCLS and provides an opportunity every month for college students and faculty to engage in discussions with Kiewit employees via web presentation. We encourage women to pursue a career in the construction skilled trades by providing financial support and partnering with groups like Nontraditional Employment for Women (NEW). Our involvement includes offering presentations, site tours and participation in youth camps to get girls and women excited about and interested in a trade career.

Our Women in Kiewit initiative brings together women and men within our organization to identify opportunities to work together as we strive to attract, develop and retain women who are passionate about our field. Quarterly calls sponsored by an executive host are held to discuss relevant industry topics and best practices, and feature various women employees sharing their work and experience. Women in Kiewit includes a companywide mentor network, providing opportunities for employees to ask questions, and share knowledge and experiences to help each other grow and develop. Additionally, many of our educational events for young women are organized by Women in Kiewit participants.



For more information on Kiewit's commitments, visit newsroom.kiewit.com