


ZACHRY

FORCE REPORT

SEPTEMBER / OCTOBER 2015

THE NEWSLETTER FOR THE EMPLOYEES, FAMILIES AND FRIENDS OF ZACHRY GROUP



**DOING THE
HEAVY LIFTING
AT P66**

COVER: The project team expanding the Phillips 66 terminal in Freeport, Texas, lifts the project's largest modular component, the dock 3 pipe bridge, which is 286 feet long and weighs more than 440 tons.
Photo/Nick Grancharoff



DEAR READERS,

“We will strive for zero incidents, and along the way, we will achieve safety excellence.”

This edition of the *Force Report* features the corporate value of safety, which is highlighted in an article on the company's Heart of Zachry award program. Its purpose is to recognize the employees at our locations who achieve outstanding safety performance. One of the programmatic criteria of the Heart of Zachry award is how actively sites report near-miss incidents.

We define a near miss as an “unplanned event that did not result in injury, illness or damage, but had the potential to do so.” Although near misses cause no immediate harm, they can precede events in which an injury could occur. Examples are everywhere. A ceiling tile hanging from the ceiling would be an unsafe condition, but if that tile falls and does not hit anyone, or anything, then that would be a near miss. Almost everyone who drives has experienced a near miss. If any one of the factors had only been slightly altered, such as reaction time, speed, or attention to the road, a serious injury could easily have occurred. A near miss is a leading indicator of an accident that, if scrutinized and used correctly, can prevent injuries and damages.

Our statistics indicate an inverse relationship exists at our locations between the number of near-miss incidents reported and the number of injuries: the more near-miss incidents reported, the lower the number of injuries. We use the rate of near-miss reports as an important numerical indicator of a location's safety awareness. Scorecards for all locations have been set up in our Safety Information Management System to monitor their reporting of near misses.

Employee participation in any near-miss program is vital. Employees must be open to making a positive contribution toward accident prevention by discussing near misses. Some people may be tempted to write off near misses as “no harm, no foul” situations, while others may assume a near miss is unimportant if the problem was fixed. Consider an extension cord lying on the floor. Maybe employees are able to step over the cord a dozen times without any consequences. The one time that someone stumbles, but doesn't fall, however, creates a near miss. If no one reports the near miss, either from embarrassment or the fear of getting in trouble, then the possibility remains that other employees could fall and actually hurt themselves. We want employees to feel empowered to identify conditions and behaviors that could cause injury or damage, and correct them before an incident happens.

While we encourage employees to report near misses at work, we want this safety awareness to carry over to their



“Employee participation in any near-miss program is vital.”

— Carl Richardson, Vice President, Safety, Health and Environmental

Photo/Nick Grancharoff

family lives. As part of the I Am Zachry course, I've had the opportunity to address the participants about our company's emphasis on safety, including the story of a personal near miss that occurred several years ago at my home. The details aren't as significant as the fact that this very high-consequence incident helped me realize just how important it is to always look for potential near misses and report them.

Collecting near miss reports helps create a culture that seeks to identify and control hazards, but our program goes beyond just collecting reports. Severity of consequence is established for each near-miss incident, based on the probability of the event occurring again, as well as the severity of a potential injury. During the first half of this year, 2 percent of our reported near misses had a high severity of consequence. We targeted each of these cases with a root cause analysis, resulting in action plans to prevent them from occurring again. Taking these steps also allowed us to share key results with the site employees and other locations through our Training Opportunities distribution to company locations.

Often, I am questioned about the large number of near misses reported throughout the company. My response is, “the more reported, the better.” An increase in reported near misses does not mean that there are more risks than before, but simply that the awareness of near-miss situations and potential hazards has increased. Reporting and investigating near misses demonstrates a strong safety culture and employee commitment to safety, which is needed to successfully protect our employees. I believe near miss cases provide a free lesson in accident prevention.

Just remember, an unreported near miss today may be an injury tomorrow.

Carl Carl

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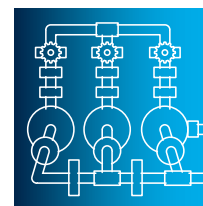
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We want to hear from you. The process for submitting information for any story idea is simple. Send your *Zachry Force Report* story ideas, including contact information for those involved, to *Zachry Force Report* Editor Brian Dwyer at dwyerw@zachrygroup.com or 210-588-5813.

Story ideas and photos also can be submitted to members of the *Zachry Force Report* editorial board, listed on page 24.

An archive of all issues of the *Zachry Force Report* is posted online at zachrygroup.com and group intranet sites. If you would prefer to exclusively access the publication electronically and opt out of receiving the printed edition, simply send a note to dwyerw@zachrygroup.com

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VIEW IN ENGLISH

Employees may select their language preference at the top of the page on the far left side of the navigation options.



The new Spanish-language version of Zachry's e-store offers the same merchandise and content as the English-language version.

SHOWING GIRLS ENGINEERING PRINCIPLES IN ACTION

PROPOSAL ENGINEERING TEAM PROVES ENGINEERING IS FUN

Members of the Proposal Engineering Group in the Home Office have inspired some young minds to think like engineers. They built an interactive exhibit to allow girls between eight and 18 years of age to explore creative design methods at the Girls Inc. Science Festival in San Antonio earlier this year.

"We wanted to take a different approach than the typical, static booth display and show these girls that engineering can be fun," said **Marlin Mitchell**, director of proposal engineering.

The team created a piping structure that carried water and included a fountain pump and a header system made of PVC pipe and valves. Participants were invited to build out the structure to see how their designs would affect the water flow.

"The kids learned about mechanical engineering and hydraulics in a creative space," Mitchell said. "It was user-specific because each arrangement yielded different results. They had so much fun being able to touch everything, configuring the different parts and seeing the results of their work."

Approximately 5,000 people attended the science festival. It supported the broader goals of Girls Inc., a youth development organization that annually helps 140,000 girls in the United States and Canada cultivate their talents and strengths.

SPANISH-LANGUAGE COMMUNICATION INITIATIVES

ZACHRY PUTS ITS MONEY WHERE ITS MOUTH IS... IN TWO LANGUAGES

As Hispanic Heritage Month arrives (September 15 – October 15), a variety of Spanish-language communication initiatives are under development and coming to fruition across Zachry. The most recently completed efforts include creating the Spanish-language version of Zachry's e-store, www.zachrycentral.com, and publishing the Spanish version of the company's 90th anniversary book, "The First 90 Years." The Spanish version of the book will be available through the e-store before the end of the year.

Communications Manager **Ana-María Phillips** is focused on deepening the company's relationships with its Hispanic workforce, particularly where language barriers exist, and worked directly on these projects.

"I am very proud of and excited about the Spanish-language versions of the e-store and the book," Phillips said. "A lot of people talk about reaching out to their employees and about the relationships they have with them, but every day I see Zachry put its money where its mouth is with tangible demonstrations of the deep commitment it has to its employees."

That commitment is a two-way street that spans the history of Zachry. From the company's early days, which included a group of Hispanic craft employees called the "Charros" whose loyalty and work ethic became legendary, to the present day, the countless meaningful contributions of Hispanic employees are woven throughout the culture, growth and success of Zachry.

Phillips noted several other Spanish-language initiatives that are moving toward completion or implementation. They include completely revamping Zachry's service awards program to include bilingual materials, and teaching work-related Spanish to frontline supervisors at the Freeport LNG project. Additionally, the company is expanding its repertoire of Spanish-language materials used in the Employee Assistance Program (EAP) and the Dispute Resolution Program (DRP), as well as Spanish-language materials pertaining to benefits, safety, training and compliance. ■

The Zachry display drew attention from the young participants, as well as their parents, causing lines to form for a turn at the piping structure.

"We attribute the success of this exhibit to a simple concept with great depth," said **Tinsley Smith**, director of community investment and philanthropy. "It was, essentially, play with an element of learning—just the thing to teach problem solving and to serve as a building activity."

Smith noted that the exhibit was an example of Zachry's continuing efforts to support education and, more specifically, to promote the science, technology, engineering and math (STEM) fields of study.

"Through our outreach, we're always striving to influence our future workforce from elementary school through the college level," Smith said. "It's never too early to light that fire by introducing them to what we do, how it relates to their STEM studies and hopefully get them interested in our industry." ■

ISM CREDENTIAL IMPACTS BOTTOM LINE

PROCUREMENT TEAM CERTIFYING EXCELLENCE

No great structure was ever built on a weak foundation. The same is true for engineering, procurement and construction projects. A sophisticated procurement staff provides essential support for successful project execution.

Employees in Zachry's Procurement Department are further enhancing their abilities to support projects by becoming Certified Professionals in Supply Management (CPSM®). CPSM is the most prestigious credential in the field. The Institute of Supply Management (ISM) awards this designation to qualified supply management professionals who complete a course of study and pass rigorous examinations. The program typically requires up to 12 months to complete.

Phil Boudreau, director of procurement support, leads a team that includes nine members who have earned CPSM certification and 10 others who are currently working toward that goal.

"That's a significant commitment on the part of the company and the employees," Boudreau said. "It ties back to the Zachry strategic initiative to enhance our procurement capabilities. We've done a lot to meet that initiative. Part of it is hiring the right people, making sure they have the right skills and putting them in the right positions."

Completing the CPSM course requires an in-depth understanding of finance, supplier relationship management, organizational strategy and risk compliance.



Zachry employees **Scott Crouch** (background) and **Chris Whiteside** (right) assist participants at the Girls Inc. Science Festival in arranging Zachry's interactive display, which allowed girls to see principles of mechanical engineering and hydraulics in action. Photo/Site

Procurement professionals who have demonstrated this expertise and obtained the certification include **Stacy Beach, Ana Bradberry, Beverly Burnett, Rhonda Cardwell, Colin Cummings, Russ Horton, Stacey Kuftic, Stacy Padgett** and **Cory Smith**. The team members currently pursuing the credential are **Kristen Benites, John Davis, Vernon Dufault, Jon Edler, Jerry Garcia, Stephen Grusenmeyer, Mandy Johnson, Brian Kurth, Kim MacIntosh** and **Stacy Sheffield**. ■

CHEVRON PHILLIPS CHEMICAL PROJECT, EXXONMOBIL COMPLEX

NATIONAL SAFETY COUNCIL HONORS TWO ZACHRY SITES

The National Safety Council (NSC) has given an exclusive honor to a Construction Group project and a petrochemical site where the Industrial Services Group maintains a continuous presence. The project to build a polyethylene plant for Chevron Phillips Chemical in Old Ocean, Texas, and the ExxonMobil complex in Beaumont, Texas, are recipients of the NSC's 2015 Industry Leader Award.

The award recognizes outstanding safety achievements of NSC members based on North American Industry Classification System (NAICS) code, lowest total incident rate and employee work hours. Only 53 NSC member organizations across the country received the award this year, according to an NSC news release. The polyethylene project and the ExxonMobil complex both were in the category of "more than 1,000,000 hours worked" based on 2014 calendar year data.

The National Safety Council is a nonprofit organization founded in 1913 and chartered by Congress. Its mission is to save lives by preventing injuries and deaths at work, in homes and communities, and on the road, through leadership, research, education and advocacy. ■

ZACHRY NUCLEAR ENGINEERING HELPS ADVANCE DESIGN AND CERTIFICATION OF WORLD'S SAFEST NUCLEAR REACTOR

NORTH ANNA NUCLEAR GENERATING STATION



Dominion Generation's North Anna Nuclear Generating Station in Louisa County, Va., where Dominion has proposed building unit 3 (blue superimposed structures) to incorporate an Economic Simplified Boiling Water Reactor (ESBWR). Zachry Nuclear Engineering is working in support of Dominion's proposal, which could lead to one of the first ESBWR plants in the United States. Photo/General Electric

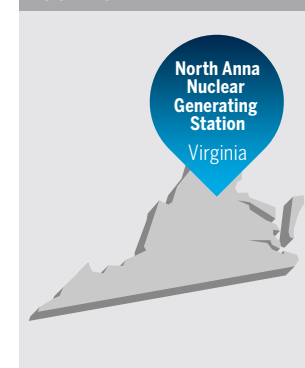


The Nuclear Regulatory

Commission's (NRC) Final Rule issuing design certification for GE Hitachi Nuclear Energy's (GEH) Economic Simplified Boiling

Water Reactor (ESBWR) is published in the Federal Register. This achievement was many years in the making and required a painstaking process in which Zachry Nuclear Engineering (ZNE) engineers played a significant role.

LOCATION



The ESBWR is now the world's safest, approved nuclear reactor design based on core damage frequency, which is the industry's standard measure of safety. The reactor's groundbreaking design employs advanced, true passive safety systems. It utilizes gravity-driven circulation to render the system capable of initiating

shutdown procedures independent of operator intervention and cooling itself for more than seven days without the need for on- or off-site AC power.

ZACHRY PROVIDES CRITICAL TECHNICAL EXPERTISE

"Our involvement goes back to early 2006 and the first mobilization in support of the ESBWR project," said **Paul Heaney**, instrumentation and controls (I&C) manager and GE account manager. "As a result of the value GEH placed on our technical expertise, a team of four ZNE engineers joined the overall project team, assuming responsibility for a number of safety-related systems for the reactor island."

Sam Stilwell, I&C senior design engineer, was a member of that team.

"We were all assigned specific safety-related systems, which we designed and developed from a white sheet of paper through providing all the documents required to support certification of the design," he recalled. "It was a fun project where we got to work with cutting-edge components and technologies."

GEH soon realized that ZNE's expertise could be employed on the more challenging task of providing support for licensing, and reassigned the team to help it achieve design certification for the ESBWR.

"GEH immediately turned to us because of our experience and the support we had provided in the design effort," said Heaney. "It was very gratifying to me and the entire team that our efforts were so appreciated by the client."

CERTIFICATION UNDER THE MICROSCOPE

Achieving design certification for a new nuclear reactor is to the nuclear industry what scaling Everest is to mountain climbers. Given the complexities and rigor of the safety standards involved, it is necessarily a meticulous process. Every minute detail of a design comes under the NRC's microscope where it is evaluated and challenged to ensure the design is sound.

"The Design Control Document (DCD) is the pivotal focus of this process," Senior I&C Design Engineer **David Morin** explained. "It describes to the NRC how the reactor operates and how it complies with NRC regulations in doing so. If it's not clear to the NRC that the regulations are being met, or that the design will work, they revert to the applicant with a written request for additional information (RAI)."

So great was GEH's faith in Zachry that the company entrusted not only major portions of the DCD's I&C content to ZNE, but also the formulation of responses to and resolution of I&C-related questions and design details in the RAIs.

According to Morin, at one point, this included presenting responses directly to an NRC team that visited the customer site to deal with multiple RAIs. "It was really exciting to be trusted in this manner and for us to have the opportunity to present the preliminary responses directly to the NRC, with a GEH I&C manager and licensing representative present."

ADDITIONAL LEVELS OF RESPONSIBILITY

ZNE's work went beyond responding to the RAIs. I&C Principal Engineer **Vere Joseph**, who was part of the original group that began working on the project in 2006, had responsibility for designing the engineered safety features actuation system platform.

"Our involvement included the development and advancement of the sections of the DCD that described the functions and features of the assigned I&C systems," he explained. "ZNE is collaboratively responsible for the content of Chapter 7 of the DCD and what's significant about that is that this section, together with the compliance tables we helped to develop, compiles the regulatory guidance for the I&C of the ESBWR design."

Joseph's efforts extended to supporting NRC audits of the project at the commission's headquarters in Washington, D.C. He also presented to the NRC audit team that visited the customer site in Wilmington, N.C.

CONTINUED ON PAGE 8

NUCLEAR REACTOR DESIGN CERTIFICATION A LANDMARK ACHIEVEMENT FOR ZACHRY

CONTINUED FROM PAGE 7

“This exposure to the design certification process and the experience gleaned from that, as well as contributing to the documentation that is required to support this effort, was a personal highlight for me. My industry knowledge has expanded tremendously,” said Joseph.

Stilwell concurred with that sense of personal satisfaction.

“We were there from the beginning and, while there were design guidelines we had to follow, many features of the systems are our designs. We followed them through to the end, inventing a lot of things as we went along in terms of instrumentation and algorithms. It is, by far, one of the more interesting projects I’ve worked on in my career.”

The Zachry team’s involvement in the first mobilization ended in 2009 when team members had resolved everything in the I&C realm needed for design certification.

From a company perspective, ESBWR’s design certification is a landmark achievement. Zachry now has the distinction of being one of the few companies that has gone through the nuclear reactor design certification process after its principle contributions to the design and development of the I&C system and documentation of the ESBWR.

TOWARD POSSIBLE DEPLOYMENT: SECOND MOBILIZATION BEGINS

After a two-year hiatus while the NRC reviewed the ESBWR design certification submittal, renewed interest and new funding from a European utility spurred GEH to re-engage. Zachry returned to the project in 2011 as what would be termed “the second mobilization” began. Soon to follow was renewed interest from Dominion, a domestic utility.

This engagement has evolved to the point that 10 ZNE engineers are now working through the requirements and preliminary design of what could be one of the first ESBWRs built on U.S. soil—unit 3 at Dominion Generation’s North Anna Nuclear Generating Station in Louisa County, Va.

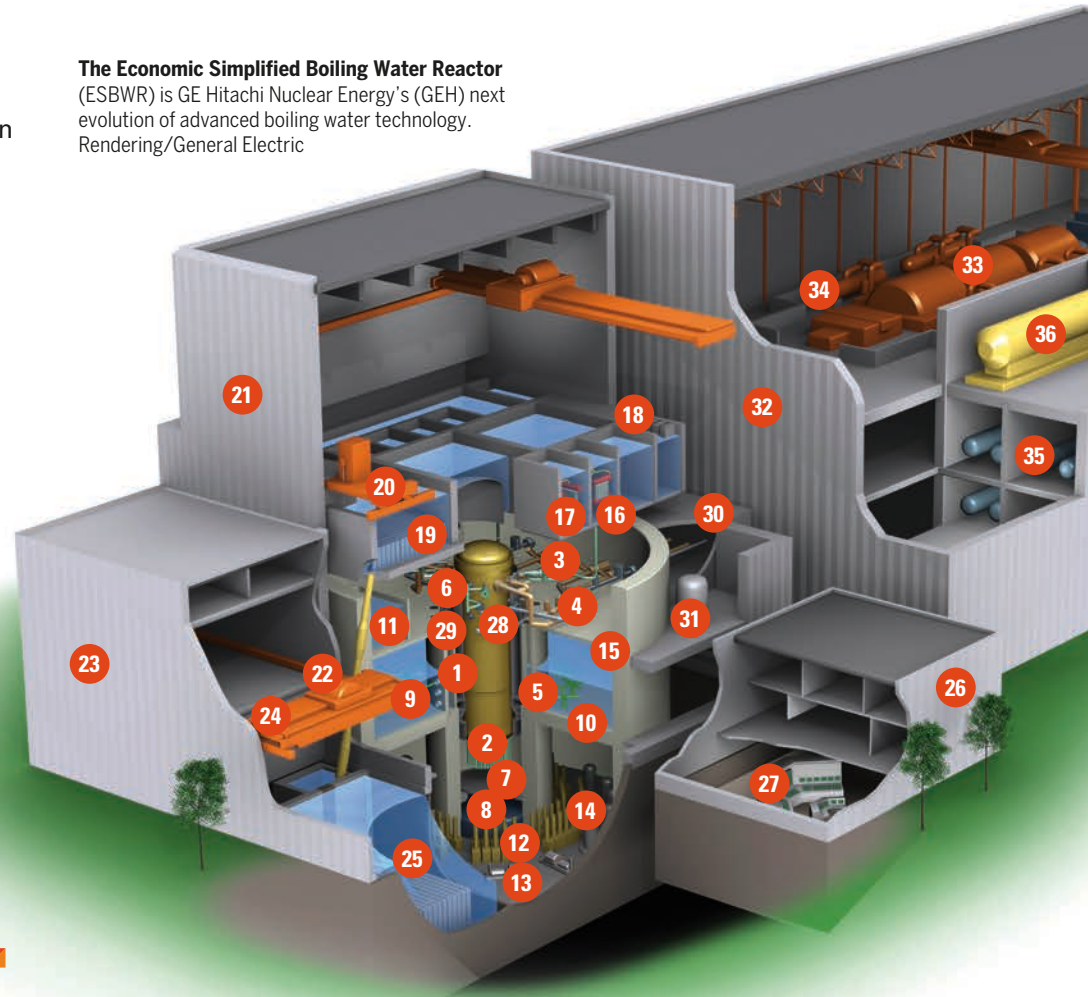
“We started with just seven I&C engineers, grew to include three electrical engineers and now it looks promising that our civil engineers will also become engaged in what will likely be a five-to-six year project with potential for growth in terms of ZNE staff commitment,” concluded Heaney. ■

POTENTIAL FOR ESBWR GROWS

Even as ZNE works with Dominion on an ESBWR project, another energy provider is also taking steps to utilize the technology. According to a news release from DTE Energy, the company has received approval from the Nuclear Regulatory Commission (NRC) for a license to construct and operate a new nuclear energy facility on the site of the existing Fermi 2 Nuclear Power Plant, a 1,140-MW generating station in Newport, Mich., that has been operating since 1988.

This combined construction and operation license (COL) represents the first construction license to be awarded for GEH’s ESBWR design. The decision by the NRC concludes a six-year process that examined the technical, safety and environmental aspects of the potential unit, according to the DTE news release. The company further noted that it has not committed to building the new plant, but will keep the option open for long-term planning purposes.

The Economic Simplified Boiling Water Reactor (ESBWR) is GE Hitachi Nuclear Energy’s (GEH) next evolution of advanced boiling water technology. Rendering/General Electric

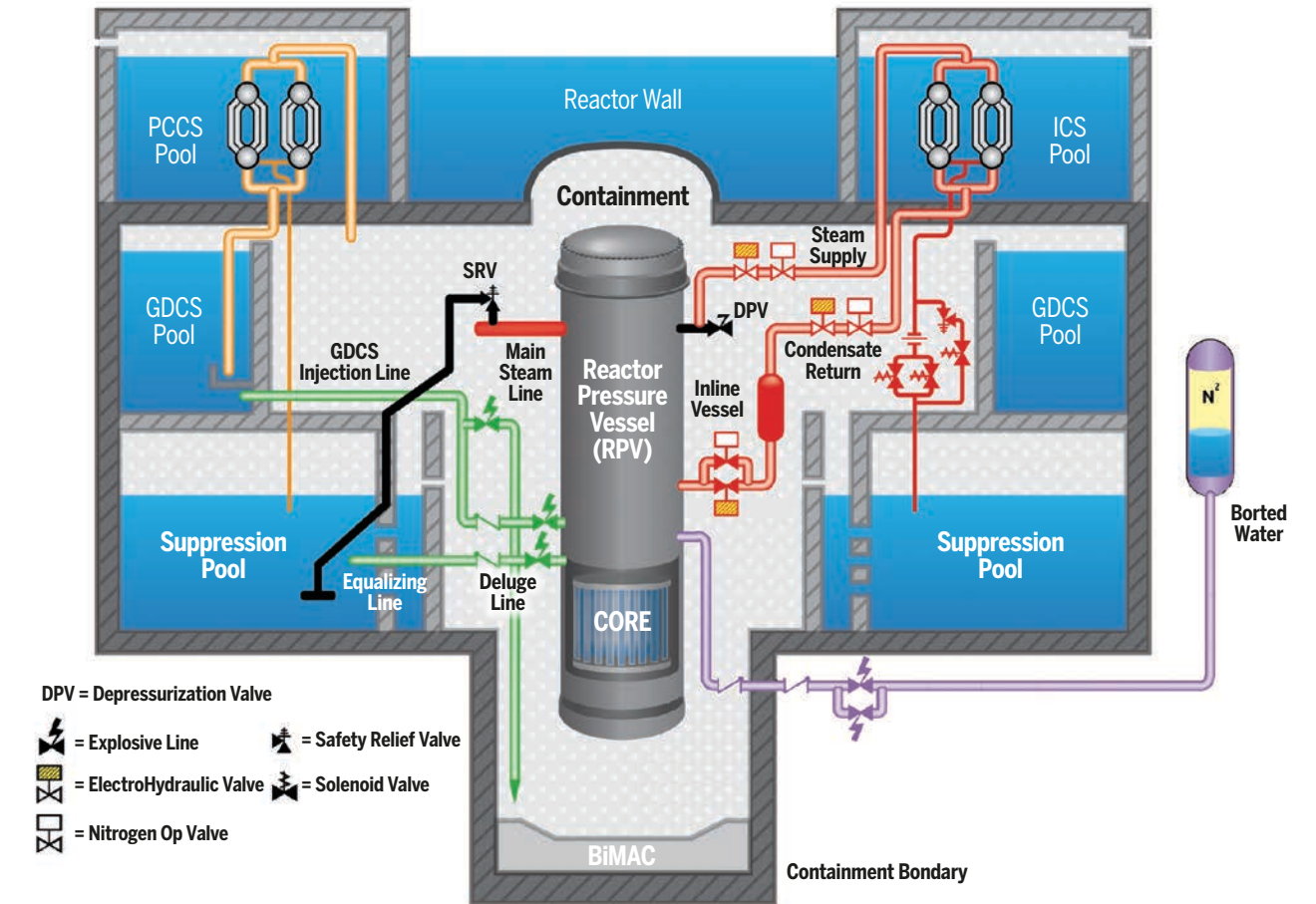


ESBWR PASSIVE SAFETY SYSTEMS

Automatic Depressurization System (ADS)

Passive Containment Cooling System (PCCS)
Gravity Driven Cooling System (GDCCS)

Isolation Condenser System (ICS)
Standby Liquid Control System (SLCS)



ESBWR layout

- | | | |
|-------------------------------------|---|---|
| 1. Reactor Pressure Vessel | 13. Reactor Water Cleanup / Shutdown Cooling (RWCU / SDC) Pumps | 25. Spent Fuel Storage Pool |
| 2. Fine Motion Control Rod Drives | 14. RWCU / SDC Heat Exchangers | 26. Control Building |
| 3. Main Steam Isolation Valves | 15. Containment Vessel | 27. Main Control Room |
| 4. Safety / Relief Valves (SRV) | 16. Isolation Condensers | 28. Main Steam Lines |
| 5. SRV Quenchers | 17. Passive Containment Cooling System | 29. Feedwater Lines |
| 6. Depressurization Valves | 18. Moisture Separators | 30. Steam Tunnel |
| 7. Lower Drywell Equipment Platform | 19. Buffer Fuel Storage Pool | 31. Standby Liquid Control System Accumulator |
| 8. BiMAC Core Catcher | 20. Refueling Machine | 32. Turbine Building |
| 9. Horizontal Vents | 21. Reactor Building | 33. Turbine Generator |
| 10. Suppression Pool | 22. Inclined Fuel Transfer Machine | 34. Moisture Separator Reheater |
| 11. Gravity-Driven Cooling System | 23. Fuel Building | 35. Feedwater Heaters |
| 12. Hydraulic Controls Units | 24. Fuel Transfer Machine | 36. Direct Contact Feedwater Heater and Tank |



🕒 8:31 a.m.



🕒 9:31 a.m.



🕒 10:22 a.m.



🕒 10:58 a.m.

DOING THE HEAVY LIFTING

PHOTOS/NICK GRANCHAROFF

BRIDGE MODULE PLACEMENT MARKS MAJOR ACHIEVEMENT AT PHILLIPS 66 PROJECT



The project team expanding the Phillips 66 terminal in Freeport, Texas, has put in place the project's largest modular components. The team spent much of the summer months positioning 22 modules, including three massive pipe bridges. These bridges will carry liquefied petroleum gas (LPG) product to two existing docks being upgraded for this project, so that it can be loaded onto ships. At the project's anticipated completion in the second half of 2016, the terminal will have an export capacity of 4.4 million barrels of fuel per month and a ship-loading rate of as many as 36,000 barrels per hour.

The images on these two pages, and pages 12 and 13, document the effort to lift and place the largest of the pipe bridge modules, the dock 3 pipe bridge, which is 286 feet long and weighs more than 440 tons. The process began on the morning of July 8th and ended in darkness, roughly 15 hours later. The lift required using both a floating crane and a land-based crane. ■





3:17 p.m.



4:36 p.m.



7:54 p.m.



8:52 p.m.



9:18 p.m.



10:11 p.m.

The dock 3 pipe bridge and the two other pipe bridges each arrived at Freeport on a barge.

The pipe bridges span a flood control levee and will link the LPG storage tank with two of the three docks at the terminal when the overall project is finished in the second half of next year.

PRESTIGIOUS HEART OF ZACHRY DRIVES CONTINUOUS IMPROVEMENT IN SAFETY



Safety is the core value at the very heart of Zachry, so it's fitting that the company's primary safety award should be called the Heart of Zachry (HOZ).

Since its inception in 1998, the Heart of Zachry award program has played a significant role in improving safety and health in the field by establishing regular performance standards for job sites, monitoring safety trends, developing best practices, and recognizing and rewarding employees for outstanding safety performance.

"Prior to creating HOZ, it was about having one winner and a bunch of losers, whereas with this program, everybody who meets the criteria is a winner. So, what it does is drive not only continuous improvement, but also consistency from job to job, because everyone is striving to meet the same criteria," **Carl Richardson**, vice president, safety, health and environmental, explained.

Don Hurley director, safety and health, has been involved with HOZ since joining the company in 1998 and is passionate about it.

"The essence of this award is captured in the symbolism of the gloved hand with the heart in it, which represents the fact that our employees are the heartbeat of this company," Hurley said. "We use this award to drive excellence in implementation of our safety processes. If we do this well, our projects will create a safe working environment true to our corporate value of safety. It's a challenging program and the award is difficult to achieve, making it the most prestigious safety award at Zachry."

MORE THAN GREAT NUMBERS, ENHANCED SAFETY CULTURE

All Construction Group (CG) and Industrial Services Group (ISG) job sites are eligible for HOZ. However, performance criteria are structured differently for the two groups to accommodate the fundamental differences in their work schedules. The safety performance of ISG employees is measured on a calendar year basis, while construction employees' performance is based on work-hour segments,

"The essence of this award is captured in the symbolism of the gloved hand with the heart in it, which represents the fact that our employees are the heartbeat of this company."

— **Don Hurley** Director, Safety and Health

or measured on a quarterly basis, depending on the size of a project. This gives construction employees the opportunity to achieve an award and be recognized for it before moving on to another project.

"Every year we re-evaluate and update our HOZ criteria and areas of focus, based on the past year's safety record and leading indicators, and upon new best practices gleaned from those experiences," Hurley explained. "This encourages us to stretch a bit more each year for continuous improvement and safety excellence."

The success of these efforts over extended periods of time is evident through data collected across Construction and ISG. Between 2009 and 2014, the 213 ISG sites that received HOZ awards completed 34,749,374 work hours and generated a total recordable incident rate (RIR) of 0.046. The combined RIR of all ISG sites in 2014 was 47 percent lower than the combined RIR of all ISG sites in 2010.

In the Construction Group, the eight HOZ awards in 2013 represented 2,758,000 work hours with a combined RIR of 0.14. In the first two quarters of 2015, seven HOZ awards were earned. The winning projects completed 3,084,532 work hours and produced a combined RIR of 0.12.

ISG Site Manager **Donald Preiss** emphasized the importance of a site's culture in reinforcing safety consciousness and earning a Heart of Zachry award. Preiss, who oversees the HOZ-winning team at the INEOS Battleground Manufacturing Complex in La Porte, Texas,

said that the HOZ program promotes greater awareness of how much individual decisions can impact an entire site's ability to be successful.

"It gives us a set list of goals to achieve as a team, so there is no one person on the site that can take credit for achieving the Heart of Zachry," he said. "By striving to meet the HOZ standards, it raises the bar in working safely and makes us a stronger and safer team."

DATA TRACKING ESSENTIAL TO THE PROCESS

Compiling the figures to assess site performance is a substantial undertaking, according to Data Analyst **Corinne Austin**, given the complexity of the information, site distribution and volume of projects and workers.

"Tracking and auditing HOZ data are huge tasks that have been greatly simplified and become more accurate since we moved the processes to our web-based software system—Safety Information Management System (SIMS)," Austin explained. "Previously, information was sometimes late or lost, which is not surprising given the number of moving parts. Now, SIMS date-stamps everything, correlates information with due dates and sends reminders when requirements are coming due or are overdue."

The Safety Department's corporate safety support managers, as well as senior management, have access to the data reported by each of their sites as soon as the information is entered into the system.

"SIMS has done a great deal to drive consistency, accountability and transparency in our overall safety and health program and the HOZ award program," Austin said.

AWARD RECIPIENTS HONORED IN MANY WAYS

Each HOZ-winning job site is treated to a celebratory lunch where awards are presented to all individuals who participated, including a granite plaque and custom banner for the site. Employees receive gifts, like t-shirts or caps printed with the job site/project name and the level of the HOZ award achieved, as well as a hardhat sticker. Additionally, "Every HOZ winner gets a medallion or belt buckle, on the reverse of which is inscribed a poem that speaks to the significance of the award," said Hurley.

Senior Zachry representatives also attend the lunch ceremony to recognize winners in person, as well as customer representatives, who receive a framed certificate.

CUSTOMERS SEE VALUE OF HOZ

Customers not only participate in HOZ award ceremonies, but facilitate the program's implementation at their sites. Richardson noted that this assistance shows HOZ's significance from a customer perspective.

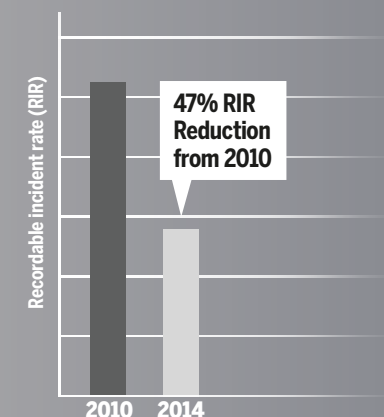
"Our customers are very supportive of HOZ and realize the benefits of having a contractor that has this kind of recognition and continuous improvement program in place," he explained. "That's key, because without their support, it would be very difficult for any site to achieve this award. So, we also recognize the contribution of our customers at winning sites."

Richardson added that the program also has a positive effect on potential customers because they prefer to align themselves with a contractor that has a strong focus on safety and health, pursues continuous improvement in these areas, and strives to have zero recordable incidents. ■

HOZ WINNERS IN ISG FROM 2009–2014

- 213 Recognized Sites
- 34,749,374 Work Hours
- RIR 0.046

COMBINED RIR OF ALL ISG SITES



HOZ WINNERS IN CONSTRUCTION 2013–2015

- | 2013 | 2014 | 2015 (first two quarters) |
|--|--|--|
| <ul style="list-style-type: none"> • BASF Freeport Dispersions Project • Cape Canaveral Energy Center (Florida Power & Light) • Chevron Phillips Chemical F10 Furnace Addition • Deer Park Energy Center (Calpine) • INEOS Chocolate Bayou Furnace Infrastructure Project • Riviera Beach Energy Center (Florida Power & Light) • Warren County Energy Partners (Dominion)* | <ul style="list-style-type: none"> • BASF Freeport Dispersions Project • Channel Energy Center (Calpine) • Chevron Phillips Chemical F10 Furnace Addition • Deer Park Energy Center (Calpine) • Phillips 66 LPG Export Terminal • Warren County Energy Partners (Dominion) | <ul style="list-style-type: none"> • Air Liquide LMA Project • Chevron Phillips Chemical Brownfield • Chevron Phillips Chemical USGC Petrochemicals Project • Louisville Gas & Electric, KU Mill Creek • Phillips 66 LPG Export Terminal** • Port Everglades Energy Center (Florida Power & Light) |

**Two awards during the year

PLANNING FOR TOMORROW

CHANGE IS COMING TO THE ZACHRY 401(K) PLAN



Zachry is making it easier for employees to plan and save for the future.

Several beneficial changes to the Zachry 401(k) plan will become effective in January 2016. They are intended to further encourage employees to actively participate in planning for retirement.

NEW OPPORTUNITIES AHEAD

One of the most significant changes to the plan involves the company match. As of January 1, 2016, employees will earn a dollar-for-dollar company match on the first 3 percent of pay they contribute. After that, the company will match 50 cents per dollar on the next 3 percent of pay an employee contributes. If an employee contributes 6 percent they will get the full company match of 4.5 percent.

"If you don't participate in the 401(k), you are leaving money on the table," said Benefits Manager **Andrea Will**. "With the company match, employees are getting an immediate return on their money."

Another change is that for all new money that employees contribute starting in January 2016, the matching amount from Zachry will be 100 percent vested immediately. This means that, while employees continue to own all of their own contributions, they now immediately own 100 percent of the money that Zachry contributes after January 1, 2016. The vesting schedule will still apply to company contributions that occurred prior to January 1, 2016.

The new matching formula simplifies the way Zachry contributes to employee savings by replacing the current, year-end company contribution.

Going forward, all Zachry contributions will be in the form of a match. Before, Zachry gave a year-end, 2 percent defined contribution to qualified employees whether they saved in the 401(k) plan or not. In 2016, that 2 percent company contribution becomes part of the expanded 401(k) company match, but only if employees take responsibility to enroll in the 401(k) program.

TAKING CHARGE OF YOUR FINANCIAL FUTURE

Employees are eligible to enroll once they are in the company's payroll system and receive their first paychecks.

"Every single one of us needs to save for retirement, and our 401(k) plan is the best way to do it," Senior Benefits Manager **Claire Carter** said.

According to the Plan Sponsor Council of America, a non-profit organization supporting employer-sponsored retirement plans, employees need to save a minimum of 10 percent a year throughout their careers to secure a comfortable retirement.

"Between what the company puts in and what the employees save, they can get there," said Compensation and Benefits Director **Cynda Reznicek**. "It's about as easy as it could be, but employees still have to enroll."

"Saving for retirement is a shared responsibility between employers and employees," said Senior Vice President of Employee Relations **Randy Park**. "The 401(k) is motivation for employees to save for themselves and, if they do, the company will provide matching dollars. Hopefully, the 401(k) plan provides additional motivation for our employees who aren't currently saving to find a way to make a contribution toward their own futures. For those who are already saving and want to save more, it will provide the ability to save up to the IRS limits each year."



Benefits Communication Manager Sharon Foreman displays an impressive stack of Zachry 401(k) plan sign-up forms collected at a sign-up meeting for the CPChem Polyethylene and CPChem Brownfield job sites. Photo/Site

Zachry Group's 401(k) Plan	Current	January 1, 2016
Maximum Company Match	2.5%	4.5%
Year End Company Contribution	2%	0%
Vesting On Company Contributions	Graduated over 5 years	Immediate
Maximum Employee Annual Savings	Limited for highly paid employees	Up to the IRS limits each year

To sign up or learn more, contact Fidelity: www.401k.com or 1-800-835-5095

Among employees across the country at job sites in the field, ISG Site Superintendent **David Cortez** is one of the strongest advocates of Zachry's 401(k) employee benefit.

"I always tell our employees that participation in the company's 401(k) is incredibly important for their futures," he said. "It's so easy to get caught up in the day-to-day demands of your job, as well as the immediate bills to pay, that setting aside money for retirement seems like an afterthought. But, saving even a little from each paycheck can multiply into a substantial amount of money later in life."

HOW TO GET STARTED

Employees who want to sign up, or learn more, can enroll online by logging onto Fidelity NetBenefits™ at www.401k.com, or simply calling the Fidelity Retirement Benefits Line at 1-800-835-5095. They may also use these resources to learn about a variety of other tools and information available from Fidelity, including smartphone apps that would let them enroll and manage their savings.

Members of Zachry's benefits team are always available to assist employees with navigating through the enrollment steps. They often use tablet computers at job sites in the field to enroll employees in the program within minutes. In one case, they helped about 500 employees from two Chevron Phillips Chemical job sites enroll in the 401(k) plan over just two days.

INVESTING MADE SIMPLE

"There's always a way to carve out just a little to plan for that future," Will said. "I try to tell people that the future is coming whether you plan for it or not. If you plan a little, you can double your money right away and turn 3 percent of your pay into 6 percent with the company match. Even better, if you contribute 6 percent of your pay, add on the company match of 4.5 percent, you'll have a total of 10.5 percent per year."

Employees can choose from a wide range of investment options based on their own goals, including target date funds, which automatically choose a mix of investments based on the employee's age and anticipated date of retirement.

"It's the 'easy' button for investing. A significant portion of our employees have all of their money in these target date funds because they automatically diversify their investments for you," Will explained. "People who are in target date funds often see better returns on their money than people who pick their own investments. It's a great option for many of our employees."

"We want to make it easy for employees to take advantage of the 401(k) program," Will added. "Any time we get one person signed up, that person is taking the right steps to have a better future." ■

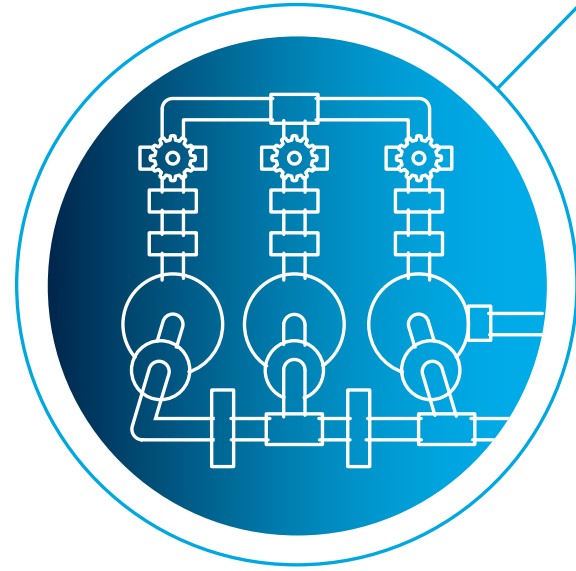


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STUDENTS BUILD SO CRAFT EMPLOYEES CAN TRAIN, AND BOTH WIN



An effort to provide training equipment for the Industrial Services Group (ISG) has achieved broader goals than merely supplying the devices to job sites. Along the way, more than 30 students from two Houston-area high schools gained practical industry knowledge and experience. The students actually built 22 lockout/tagout (LOTO) simulators that have been shipped to ISG sites across five states for use in hands-on safety training for craft employees.

FILLING A NEED

Senior Reliability Engineering Consultant **Don Shoemaker** designed and built the prototype of the LOTO simulator in 2014 by spending more than 100 hours of his own time working on the project in his garage. ISG soon adopted the simulator to help train employees on how to make sure that it is safe to work on equipment before beginning a task. LOTO procedures confirm that valves are turned off, and that pumps and pipes are properly isolated and free of any product.

For 2015, training on the simulator became a requirement of ISG's Heart of Zachry safety award program, which recognizes sites that achieve exceptional safety and health performance. Finding a company earlier this year that would build the needed amount of LOTO simulators, however, proved difficult for Shoemaker. That's when

Clear Creek High School of League City, Texas, became involved in providing a solution.

EDUCATION AND INDUSTRY INTERSECT

Shoemaker reached out to Zachry Procurement Manager **Mandy Johnson** for guidance on finding a supplier. She connected Shoemaker with Zachry Procurement Manager **Stacy Sheffield**, who previously worked with Clear Creek High School.

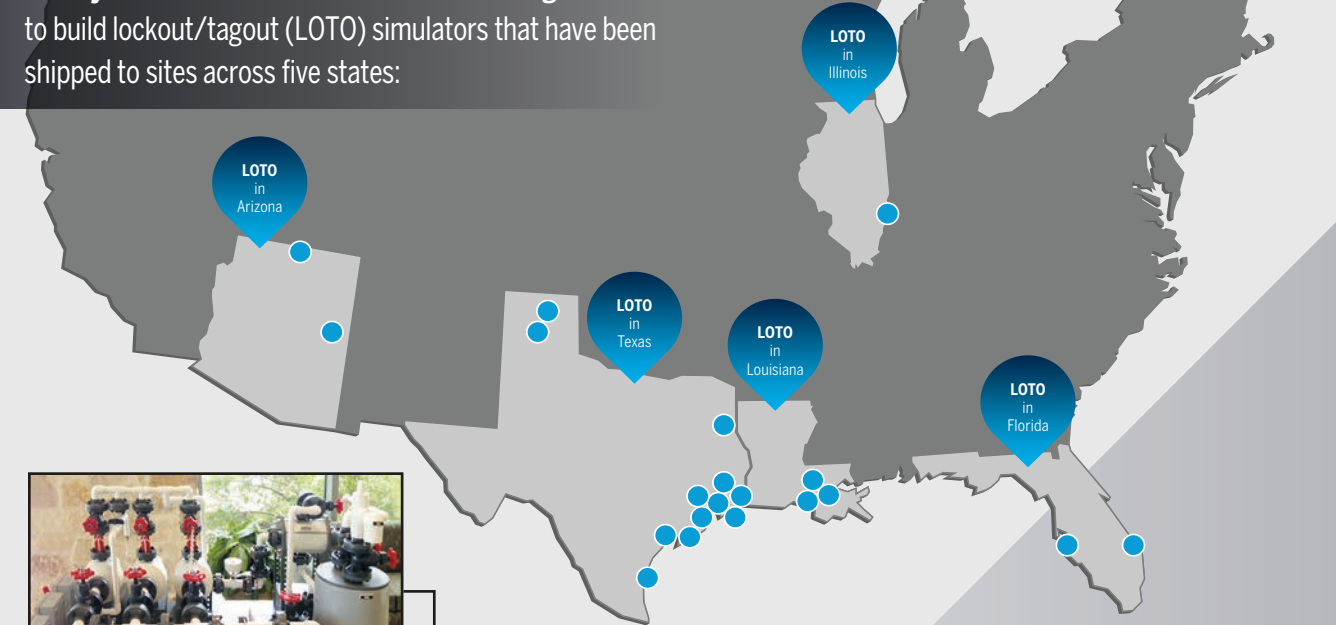
"I was introduced to the concept of bringing industry and education together nearly two years ago through colleagues at LyondellBasell and JVIC (a Zachry Group company)," Sheffield said. "I heard Duane Sheets, who is the Clear Creek High School Construction Technology teacher, present to industry about his students' needs for hands-on projects, and the need for supplies and Personal Protective Equipment (PPE) in order to work on these projects. I was really impressed with Duane, and so JVIC and Zachry began donating supplies to his classroom."

The Clear Creek High School and Zachry partnership continued to flourish when Sheffield approached Sheets about the LOTO simulator project. "The kids were excited about the project because it was something different, and it produced a result that met a clear business need," Sheffield said.

CONTINUED ON PAGE 20

LOTO SIMULATORS ACROSS THE COUNTRY

Zachry has worked with two Houston area high schools to build lockout/tagout (LOTO) simulators that have been shipped to sites across five states:



The simulators provide hands-on reinforcement of ISG craft employees' safety training. The interactive nature of the simulator training has helped prevent several near misses in the field before they became actual near misses, according to ISG representatives.



Students at Clear Creek High School in League City, Texas, stand with instructors and Zachry representatives in front of a lockout/tagout simulator they built for ISG. The students and Zachry representatives met with parents to share the results of the project and explain the importance of the simulators. Photo/Clear Creek ISD

HIGH SCHOOLS SUPPLY ZACHRY'S LOTO SIMULATORS

CONTINUED FROM PAGE 18

Senior Operations Manager **Roy Dalby**, Shoemaker and **Larry Ward**, Zachry field quality control manager, trained the Clear Creek High School Construction Technology students on how to build the LOTO simulators.

"They received written and verbal instructions, drawings and a model simulator. The students also attended a training day about six weeks later at Zachry's Houston Employment and Development Center where they learned the importance of employee safety training, performing quality work and craft careers," said Dalby.

Zachry provided the raw materials for the project, including lumber, pipes, and valves, and delivered the materials to the school.

"Don created a materials list based on the prototypes he constructed and Roy developed that into a bill of materials for me, so that I could competitively bid out the materials with four vendors," Johnson said.

The students from Clear Creek, which is an accredited National Center for Construction Education and Research (NCCER) school, built and shipped 20 LOTO simulators to ISG sites by May. The class also hosted a gathering to showcase its work to parents, students, faculty and administrators.

ADDITIONAL NEEDS, SECOND PARTNERSHIP

Despite the success with Clear Creek, two more LOTO simulators still needed to be built to meet ISG's needs. Just as with Clear Creek High School, a discussion between colleagues with an interest in educating students about the industry and its career paths led to a mutually beneficial arrangement.

"I had previously worked with a colleague and industry leader at INEOS, which is one of the companies Zachry works with, and when he learned of our partnership with Clear Creek High School, he recommended

"The building of these lockout/tagout simulators provided hands-on training for students at both high schools. It was a perfect blending of industry need and practical application and education for students."

— **Stacy Sheffield, Procurement Manager**

La Porte High School to build the remaining two LOTO simulators we needed," Dalby said.

With the end of the school year looming, school officials feared it was too late to take on a project of this scope, but Agriculture Instructor Kurt Marek decided to take it on anyway. In the end, a dozen La Porte High School agriculture students built and shipped the two remaining LOTO simulators for Zachry.

LOTO TRAINING INVALUABLE

As the creator of Zachry's LOTO simulators, Shoemaker emphasized the crucial role these tabletop devices play in ensuring proper safety training at job sites.

"The simulators provide hands-on reinforcement of craft employees' safety training. The interactive nature of the simulator has prevented several near misses, before they were actual near misses, in the field because employees now know what to look for," Shoemaker said.

"The building of these lockout/tagout simulators provided hands-on training for students at both high schools. It was a perfect blending of industry need and practical application and education for students," Sheffield said.

Zachry and JVIC plan to continue reaching out to schools in other communities to provide similar opportunities in the future. ■



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 MIGUEL BOSCHETTI
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 PAMELA BROWNFIELD
 JAMES BYRD
 DAVID CARNATHAN
 JOHAN CESPEDES
 MARCO CHAVEZ VALENCIA
 CHRISTOPHER CUTLER
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 BETTY DARTHARD
 ALEX DE LEON
 JAMES DEATON
 JASON DUNCAN
 JOSE ESQUIVEL CALDER
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 NOEL FERNANDEZ
 MICHAEL FISHER
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 GILLERMO GARCIA
 MICHAEL GENTRUP
 JOSE GONZALEZ
 ADAM GORDON
 DENNIS GREEN
 HENRY GREGG
 BRANDON GUEST
 DARYLL GULLEY
 JOSE GUTIERREZ
 LAWRENCE GUTIERREZ
 BARRY HAWKINS
 CALEB HENRY
 MCCOY HOWARD
 JUSTIN HUFFMAN
 JOSEPH IBARRA
 JUAN JERIA
 CHARLES JUNE
 BLAS JURADO
 KENNETH KNIGHT
 MICHAEL LARA
 BRITNEY LEVINE
 STEPHEN LOFTON
 JOSE LOPEZ
 EDDIE MACKS
 GEORGE MAJANA
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 EUGENIO MARTINEZ
 JESUS MARTINEZ
 LYLE MATHERNE
 DAVID MELENA
 EDWIN MENDEZ
 LENZY MITCHELL
 STEPHEN MYLES
 MICHAEL NOBLE
 JASON OLIVER
 ANIBAL OROZCO
 REGINA OROZCO
 LUIS ORTIZ

JOE PAREDES
 LAWRENCE PEINE
 MELISSA PELLETIER
 BOBBY PEREZ
 WILFREDO PEREZ
 JAMES PICKERING
 CARLTON PINKSTON
 CHRISTOPHER RADICIONI
 LUCIO RANGEL
 GUILLERMO RECIO
 GEORGE REDMON
 CHERYL REED
 DENNIS REHME
 COREY RICHARD
 RICARDO RIVERA RODRIGUEZ
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 JOSE RODRIGUEZ
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 DANIEL ROSSOW
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 FLORENTINO SALINAS
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 AIOROS SANJAVIER
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 WILLIAM WALDROP
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 RODERICK WALKER
 STEPHEN WALKER
 JOHNNY WARNER
 DAVID WARREN
 STEVEN WATTERS
 ROBERT WHITE
 JEFFREY WILLIAMS
 JAMES WRIGHT
 DWAYN YOUNG
 KURT YOUNG
 JUSTIN ZERUK

10 YEARS:

THOMAS ADELMAN
 VALENTIN ALANIS
 DWYANNE ALBERT
 DAVID ALVAREZ
 JERRY BARBO
 DECKER BARNARD
 FRANCISCO BARRAGAN
 VINCENT BARRETT
 BRANDON BENNETT
 ARTURO BERMEJO
 BARON BERRY
 DON BOOKER

MILTON BOURQUE
 LEROY BROOKS
 WILMA BROUSSARD
 DAPHNE BROWN
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 DIONICIA CABALLERO
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 TERRY DEAKINS
 ROBERT DEMOUEY
 CHAD ELLIS
 CLIFTON ELLIS
 GEORGE ESCAMILLA
 JOE ESCAMILLA
 AMANDA ETHERIDGE
 BELINDA EVANS
 CHAD FAULKNER
 RUBEN FERNANDEZ
 CESAR FLORES
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 JOHNNY GARZORIA
 CHRISTIAN GEE
 JUDY GLAVOSEK
 CHRISTIAN GLOVER
 BENNIE GOLDEN
 JESUS GOMEZ
 ALBERT GONZALES
 FELIPE GONZALEZ
 LISA GREEN
 J GUERRERO BAEZA
 RAUL GUTIERREZ
 MICHAEL HAJDIK
 HARRISON HANCHETTE
 RUSSELL HARE
 WILLIAM HARKINS
 SALVADOR HERRERA
 BOBBY HONORE
 DONALD HORN
 TERRY HOVEY
 MICHAEL HUFF
 JASON INMAN
 JOHNNY JACOBS
 GARY JASPER
 VIRGIL JOHNSON
 JEANNE JONES
 CHRISTOPHER KALISH
 RONALD KUTEJ
 NAUCES LAWS
 MICHAEL LEWIS
 WILLIAM LOOSEMORE
 JUAN MARTINEZ
 ARNULFO MATA
 CYRIL MATULA
 DEBORA MCBRIDE
 HECTOR MELENDEZ
 GARY MICHALSKI
 JOSE MONTEJANO
 PATRICK MOSES
 SALVADOR MUNGUIA
 LUIS NAVARRO
 ROWARSKI NEDD

REYDESEL PEREZ
 DONALD PILKINGTON
 RODNEY PLETTNER
 CATINA RAYMOND
 THOMAS RICKAWAY
 MATEO RIOS
 ARNALDO RIVERA
 RONALD ROBERTS
 THOMAS RODDEN
 ROBERT RODRIGUEZ
 ROBERTO RODRIGUEZ
 SUSAN RODRIGUEZ
 ERNEST SANCHEZ
 KIRTLEY SHOUSE
 JOSE SIERRA
 HAROLD SIMON
 HENRY SMITH
 VINCENT SMITH
 ALFREDO SOLIS
 SPENCER STEVENS
 JOHN STRICKLAND
 JOSE SUSTAITA
 MICHAEL SWAN
 DAVID TAGUE
 FRANK TINNEY
 MOZELL TUCKER
 CHRISTINE VALDEZ
 HOMERO VELAZQUEZ
 SAMUEL VILLEGAS
 SOLOMON WATSON
 TIMMY WEST
 FLOYD WILLIAMS
 KENNETH WILSON
 RONNIE YOUNG

15 YEARS:

ALEJANDRO AGUILAR
 KELLY ALLEN
 LUTHER AMBROSE
 CURT ASHTON
 CRYSTAL BLUE
 DIONNE BORNE
 FARAZ BUTT
 RUBEN CAMPOS
 JOSE CASTRO
 JAVIER ESCOBEDO
 MIGUEL GOMEZ
 MARY GRAHAM
 JEFFERY HATFIELD
 DAVID HAVERLAH
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 JOSE LLANAS
 JOSHUA MADILL
 SAMUEL MARQUEZ
 JORGE MENDEZ
 BARBARA MUNOZ
 JAMES NELSON
 SABINO ORTIZ
 DAVID OWENS
 FELIX PEREZ

JOSE PINA
 CATHY ROTONDI
 LARRY SHOFNER
 MATTHEW ST. JOHN
 BEAU WHITE
 CHARLES WILLIAMS
 WILLIAM WILLIAMS
 SHAD YARNOLD

20 YEARS:

ARMANDO ALANIZ
 JASON BECNEL
 JOSE CHOLICO
 ALAN FAGAN
 JULIAN GARZA
 PAMELA HEFLIN
 PETER KRAEMER
 BARRY MANLEY
 VANESSA MORAN
 WAYNARD NELSON
 DAVID SPOOR
 JAMES TALLY
 DAVID TAGUE
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 SAMUEL VILLEGAS
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 TIMMY WEST
 FLOYD WILLIAMS
 KENNETH WILSON
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25 YEARS:

JERZY BLAZEJEWSKI
 ROBERT BURKE JR.
 CHRISTOPHER D'ANGELO
 BRUCE DOCKALL
 TIMOTHY FIELDER
 JOSEPHINE HURTADO
 LARRY JOHNSON
 KAREN LATHAM
 TAMMY MALLAISE
 KENNETH M'ELWEE
 NINH NGUYEN
 ANTHONY VAUGHAN
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 GILBERT WIATREK

30 YEARS:

JANE CONNELLY
 BRYAN DAVIS
 ADDISON RICKER
 JACOB ROTHE
 DARRYL STANLEY
 KEVIN WHEELWRIGHT

35 YEARS:

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 BILLY KNOX
 REMEDIOS PACHECO
 DOUGLAS SPARKS

40 YEARS:

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I AM ZACHRY

MY NAME IS JESSE VILLARREAL AND I AM ZACHRY.

I AM
ZACHRY

I'm a craft superintendent at the Chevron Phillips Chemical maintenance job site in Old Ocean, Texas, where I've been for 15 years.

I manage the maintenance and project side, so I supervise up to 70 employees on crane, rigging, ironworking and civil work. We take care of daily maintenance, project needs and turnarounds.

The best part of my job is the reward of seeing other people learn. When I started my first job at age 18, folks took me under their wings and helped me learn, so I like to do the same thing for others.

I've always been interested in teaching others. When employees want to learn, I like to help them get their certifications in rigging, cranes, structural, civil and welding. It's just something I like to do. The way the industry is going, you have to teach anyone who is willing to learn because, sooner or later, they'll be in your position.

I have meetings every morning with the whole crew as a team. I try to stay aware of all the individual team members by watching their progress and checking to see if they need to learn something. Your team makes you successful as a supervisor. Without them, you have knowledge, but no way to do the work. I feel that as long as we work together as a team, do the best we can and work safely, we're succeeding at our jobs.

Outside of work, I'm an emergency medical technician (EMT) and I've been a fireman with the Bay City Fire Department for 11 years. We do rescue, interior firefighting, and mutual aid for the other plants around Matagorda County. We're on call 24-7 and I go in whenever I'm available to help them. We do training in the classroom and also in the field at Texas A&M University.

I became an EMT and fireman because I'm always up for challenges. The work keeps me on my toes. I love



Photo/Alissa Rosebrough

“Jesse’s dedication to what he does makes him a real asset to Zachry. He’s customer-driven and very focused on meeting their expectations and needs. His skills and knowledge around crane and rigging services are outstanding. He’s been doing it a long time, and he understands the rules, regulations and compliance that go with it. He’s on top of his business.”

— Danny Mings, Project Manager, Operations

learning new skills and I love being able to extend a hand when someone's in need.

Being in fire and rescue has actually helped me with my job at Zachry. In fire and rescue, you learn how to manage people in a stressful situation. This experience has taught me how to manage multiple people at one time, and to be able to work well with everyone when things get tough, like during a turnaround.

At Zachry, it's rewarding to reach our goals, not just goals the customers set, but ones that we set. I like showing the client what Zachry can do. And that is why I AM ZACHRY. ■

MY NAME IS PAUL HEANEY, AND I AM ZACHRY.

I AM
ZACHRY

I'm extremely proud to say that I've worked for Zachry for nearly 19 years. I started out my career with Proto-Power Corporation, a former subsidiary of Zachry, in a client manager role that required an extensive amount of travel. This eventually took a significant toll on me and, most importantly, my family. It became very evident to me that I needed to reset my work-life balance.

After several years at a different company, I was invited to work with Zachry once again. I very much welcomed the opportunity because, despite great effort, I had still not achieved the work-life balance I was seeking.

It was with great passion and pride that I accepted the chance to return and, during that process, I experienced my most memorable moment while working with Zachry.

Upon returning, I was asked to meet with a significant individual within the company at the time. Chief Nuclear Officer **Ed Bardgett**, who'd taken a personal interest in me, was pleased with my job performance, but was aware of the challenges that I'd faced in the attempt to find a proper balance between the job and my family. He explained that the company valued me and appreciated my dedication to my job, but he also respected that my priorities rightfully lay with my family. He offered job-role solutions that positively impacted my quest to achieve work-life balance. This meeting solidified my belief that I'd made the best decision and that I was working with a company that really cares about its employees.

Today, I serve as a manager of instrumentation and controls (I&C) with Zachry Nuclear Engineering (ZNE), as well as an account manager involving ZNE's work with General Electric and Hitachi. I continually seek opportunities that will prove challenging and productive for my team and for the business.

I'm also passionate about giving back to the community and I make every effort to be involved with Zachry-driven volunteer opportunities. I thoroughly enjoy my time participating with a United Way mobile food pantry in southeastern Connecticut because I really like engaging with the recipients and learning their stories. I'm always uplifted by their positive dispositions, despite the often less-than-favorable circumstances they face. Seeing how grateful



Photo/Carole Drong

“I’ve known Paul for almost 19 years and continue to be impressed with him. He is conscientious, hard-working, trustworthy and active in the community. He’s outgoing and dedicated to broadening our client base and obtaining new business. He’s also a well-respected I&C engineer and an excellent manager who consistently goes above and beyond what’s expected.”

— Tom Maher, Principal Engineer, Zachry Nuclear Engineering

they are to receive the meals makes me really happy to be a part of something like this.

It gives me great satisfaction to work for a company whose values I strongly identify with. I'm proud to work for a company that has proven to me that its employees matter, and that working for Zachry is more than just a job. It's what drives me to excel and that is why I am Zachry. ■

NOMINATE A PEER

Do you have a co-worker who lives the Zachry values?

We want to hear from you—especially craft employees!

Send your nominations to **Brian Dwyer**, Zachry Force Report editor, at dwyerw@zachrygroup.com or call (210) 588-5813.

ZACHRY HOLDINGS, INC., ITS SUBSIDIARIES AND AFFILIATES OBSERVE EEO, HARASSMENT POLICIES

EQUAL EMPLOYMENT OPPORTUNITY POLICY (EEO)

It is the policy of Zachry to assure that employees and applicants for employment are to be treated without regard to their race, religion, sex, color, national origin or age. The company will not discriminate against individuals because of a physical or mental disability, or status as a disabled veteran or veteran of the Vietnam Era. Zachry's policy of nondiscrimination applies to all work-related actions; including but not limited to employment, upgrading or promotion, demotion, transfer, layoff or termination; rates of pay or other forms of compensation; recruitment or recruitment advertising; selection for training; and apprenticeship and pre-apprenticeship programs.

Reasonable accommodations will be made for qualified disabled persons according to existing state and federal law. Requests by qualified disabled persons for reasonable accommodation are encouraged by the company.

All employees are requested to encourage women, persons of minority races and disabled persons to apply for employment with the company or to apply for training under available programs.

POLICY AGAINST HARASSMENT

Zachry is firmly committed to a work environment free from all forms of harassment of any employee or applicant for employment by anyone, including supervisors, co-workers, clients/customers, other contractors or visitors. Such harassment may be in violation of the harassment policy as well as state and federal discrimination laws.

This policy prohibits any conduct (verbal, physical or visual) by an employee or within the work environment that belittles or demeans an individual on the basis of race, religion, national origin, sex, age, color and disability. This policy specifically prohibits sexual harassment as well as all other forms of harassment. Sexual harassment includes any unwelcome sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is an explicit or implicit condition of employment;
- Employment decisions are based on an employee's submission to or rejection of such conduct; or
- Such conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

RESPONSIBILITY

All employees are responsible for complying with the company's Equal Employment Opportunity Policy and its Policy Against Harassment and for reporting possible violations of these policies.

WHO TO CALL:

Dispute Resolution Program
P.O. Box 240130
San Antonio, Texas 78224-0130
1-877-350-0129

COMPLAINTS

Any employee or applicant for employment who feels that they have encountered a situation that may be in violation of these policies is encouraged to make known their concern as soon as possible. Applicants for employment are encouraged to utilize the Dispute Resolution Process by contacting a Dispute Resolution Manager. Employees are encouraged to discuss their concern or complaint of alleged discrimination with their immediate supervisor. The supervisor's obligation is to try to resolve the concern or complaint. If it is not resolved at the supervisory level, or if the employee is uncomfortable discussing the issue with their supervisor, the employee should either contact the project/department manager or utilize the company's Dispute Resolution Process. Supervisors who fail to act on employee questions or complaints brought to them under these policies are subject to disciplinary action, up to and including discharge.

The Dispute Resolution Process is coordinated by the company's Corporate Responsibility Department at the Home Office. Employees must comply fully with any lawful investigation under these policies. In the event of questions about, or an investigation of, alleged discrimination by any governmental agency, the Corporate Responsibility Department must be promptly notified.

CONFIDENTIALITY

In handling complaints, every effort will be made to maintain confidentiality. However, certain laws require the company act on information brought to its attention, and it will sometimes be necessary to do a full investigation in order to comply with the law. Investigations are intended to be a confidential process and every effort will be made to maintain confidentiality to the extent possible.

RETALIATION

Retaliation against individuals who report violations of these policies is strictly prohibited. Employees who violate these policies or who attempt to retaliate against individuals acting under these policies will be subject to immediate disciplinary action up to and including discharge.

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