

Kimley»»Horn

Expect More. Experience Better.



Responsibility Report

2023

Throughout our history, Kimley-Horn has focused on meeting the current and future needs of our clients and our communities in responsible, efficient, and sustainable ways. Within our firm and in our communities, we realize that we are only temporary stewards of the resources we are given, and we recognize our responsibility to leave both in better shape for the next generation.

As we have grown throughout almost 60 years, we have steadily built our internal and external focus on stewardship, community, and responsibility. We have documented the ways we are responsibly serving our clients and our employees—and we have found myriad new ways to serve the needs of our clients and staff as we continue to learn, improve, and innovate.

As the focus on sustainability grows, we are tackling the challenges of tracking and reporting carbon emissions and using that expertise to help clients meet their decarbonization goals. The challenges are many, and they are changing fast, as you can see from just a few examples:

- [U.S. Securities and Exchange Commission \(SEC\)](#) climate-related disclosures requiring companies to report their greenhouse gas (GHG) emissions were announced in spring of 2024.
- In March 2024, the U.S. Department of Energy released an updated [Greenhouse Gases, Regulated Emissions, and Energy Use in Transportation \(GREET\)](#) model.
- Expected updates to the [National Biodiversity Strategies and Action Plans \(NBSAPs\)](#) will likely impact environmental planners.
- Microgrids are expected to grow as a way to meet regional energy demand as [macrogrids continue to fall behind](#) overall demand.
- By the end of 2024, companies subject to California’s new [Climate Corporate Data Accountability Act \(SB253\)](#) need to be ready to audit their 2025 emissions ahead of 2026 reporting.

Responding to these changes are but a few of our focus areas, driven by the needs of our clients and our teams. We are hard at work developing innovative approaches to these challenges, even as we apply our learnings to our internal practices. As in all we do, our activities are an extension of our core purpose: to provide an environment for our people to flourish.

Beyond preparing to assist our clients, we are making changes to prepare our staff and our organization for coming challenges. Within our organization, we have increased our connections to one another to diversify recruitment and develop programs that benefit all our employees. We have taken a close look at our governance structure to ensure our focus on sustaining a strong firm for the future. Furthermore, we have reviewed our benefits with an eye to employee needs of the future.

In this, our first Responsibility Report, we highlight our actions and work to date, and we share our optimism about the future. We invite you to consider with us the importance of stewardship, community, and responsibility as, together, we build and strengthen the future.



Steven E. Lefton, FASLA, PLA, AICP
President/CEO



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A photograph of a modern park with greenery, walkways, and buildings in the background. The park features a paved path, benches, and various plants, including tall grasses in the foreground. In the background, there are trees, a building, and two flagpoles with flags. The sky is blue with some clouds.

STEWARDSHIP

Kimley-Horn has provided services related to sustainability for decades.

In the 1970s, we worked with the Urban Mass Transit Authority (a predecessor to the Federal Transit Administration) to design the first procedures for bus transit studies, enabling funding for bus transit. We also began performing energy conservation studies and developing energy conservation manuals for federal, state, and municipal agencies.

In the early 1980s, we were awarded the Florida Governor's Energy Award for our work on a Statewide Community Bicycle Planning Program. In that decade, we also designed two of the country's earliest reverse osmosis filtration water plants in Jupiter, Florida, and Hilton Head, South Carolina. Hilton Head's cross-island parkway bridge involved planning to protect numerous environmentally sensitive areas of the island. Later, we designed a 7,000-acre filter marsh as part of South Florida Water District's \$750-million program to restore the habitat of the Everglades.

In the ensuing years, our passion for sustainability has continued, leading us to ever-increasing means to benefit the communities and citizens we serve.

1.1

Overview

Sustainability is often defined as meeting the needs of today without limiting the ability of future generations to meet their needs. For Kimley-Horn, this is another way of defining stewardship, a fundamental concept in our firm. To us, stewardship encompasses a commitment to the well-being of our company, our people, and our clients for both the short and long run—as well as the responsibility to better the well-being of the communities we serve through our work.

Stewardship has been part of the Kimley-Horn culture since our beginning. The nature of what we do—infrastructure planning and design focused on client success—puts us in a unique position to provide solutions for our clients. Many can be defined as sustainable solutions, from greenhouse gas (GHG) reduction planning and implementation to strategies that reduce carbon footprints. Since our founding in the late 1960s, we have consistently helped clients care for the environment, improve access to clean water, and develop with the next generation in mind. For our employees, our clients, and our communities, Kimley-Horn endeavors to be conscientious in the design and use of our resources.

On a macro level, our largest prospects for environmental and community impact come through the work we do for our clients. Client projects, such as those mentioned in this report, provide immense opportunity to make large-scale, positive impacts. On a micro level, our own footprint matters to us from a standpoint of corporate and personal responsibility. **The fact that our internal efforts have a smaller impact than our client projects does not deter our focus on internal sustainability; we continuously improve our internal practices to reduce the environmental impact from our operations, while improving our employees' experiences and our workspaces.**



1.2

Preparing Our Clients for the Future

For our clients, stewardship and sustainability mean designing and planning projects that meet the needs of their constituents while minimizing the resources these projects consume and impact. For our firm, they mean actively assessing the resources we require to serve our clients and our staff. And for our communities, they mean creating more resilient, beneficial resources for all to enjoy.



Kayenta II Solar, Arizona

Helping rural Native Americans connect to the grid.

According to a National Public Radio poll, as many as 10% of Navajo residents live without electricity and up to 40% have experienced problems with electricity, the Internet, and the safety of their drinking water. Working with SOLV, Kimley-Horn led the civil engineering design for the 28-megawatt Kayenta II Solar project in Arizona's Navajo Nation. Their goal was to bring sustainable electricity to residents. This brought electricity to a population that had previously relied on propane, generators, and flashlights—making it possible for families to pump water, charge their phones, store food, and connect to the Internet using a more sustainable energy source.



Middle Fork Recreation Area, Tennessee

Restoring a natural resource for the community.

Over many years, farm-related floodplain alterations (e.g., channelization, ditching, timber harvesting) made to the 850 acres of Middle Fork Recreation Area severely degraded the existing floodplain. Kimley-Horn led a stream and floodplain restoration project that includes over 20,000 feet of restored stream and 400 acres of wetland habitat, as well as the development of recreational opportunities that including hiking and bike trails, boardwalks, waterfowl and wildlife viewing areas, and multiple lakes. Now a significant community resource, the project was funded through the National Disaster Resilience Competition by the State of Tennessee's Rural by Nature community resilience initiative.



Indianapolis International Airport, Indiana

Reducing carbon footprint at America's airfields.

As the first airfield project to receive the prestigious Institute for Sustainable Infrastructure Envision Platinum Award, the Indianapolis International Airport Runway 5R-23L and Taxiway D Project represents a significant green advancement in the aviation industry. To enhance sustainability and carbon reduction, a unique carbon capture process was deployed for the runway pavement. Delivered by Circle City Aviation Partners, a joint venture between Kimley-Horn and Woolpert, this is the first-ever Federal Aviation Administration (FAA)-approved airfield design using carbon capture technology. The Project also incorporates solar photovoltaic energy production and battery storage, which will offset electrical consumption used for airfield lighting, airfield signage, approach lighting, and navigational aids.



City of Stuart PFAS Water Treatment System, Florida

Restoring water safety.

When emerging contaminants were detected in the raw water supply from the City of Stuart, Florida's drinking water wells, Kimley-Horn was called on to investigate the contamination. As a result, we developed one of the first ion exchange water treatment systems in Florida (and at the time, the largest Per- and Polyfluorinated Substances (PFAS) contamination removal system in the United States) to treat the City's entire raw water supply. The new water treatment system can treat the water supply and act as a remediation system for the nearby public safety complex contamination site.



Gardenhouse, California

Increasing sustainability through green artwork.

Kimley-Horn partnered with Gruen Associates, MAD Architects, and artist, Scott Hutcheon, on Gardenhouse, a one-of-a-kind project in the heart of Beverly Hills. This project features one of the largest living art walls in the country. This wall is sustained by a stormwater management catchment system that localizes stormwater runoff from individual homes and tributary areas.



Sugar Creek Restoration, North Carolina

Rebuilding a natural resource.

For more than a century, Sugar Creek in Charlotte, North Carolina, was used as a community dumping ground and became heavily polluted with sewage and industrial waste. Resultingly, it became one of the most polluted creeks in North Carolina. The Sugar Creek restoration project turned the creek and its adjacent greenway into a community and environmental asset, creating recreation and multimodal transportation options along the restored creek, while connecting neighborhoods, parks, and businesses. This project restores the community and ecological benefits of this important natural resource flowing through the heart of the City.



Mercedes Benz Charging Hub Building, Georgia

A backbone for sustainable transportation.

As the U.S. transitions to more sustainable transportation, the development of electric charging infrastructure becomes more urgent by the day. Working with architectural partner MG2, and manufacturer Frey Moss, Kimley-Horn led the civil, structural, electrical, and landscape architecture design for Mercedes Benz's first electric vehicle (EV) charging hub in North America. Located at the Mercedes Benz Headquarters in Sandy Springs, Georgia, this facility promotes EV adoption by expanding the North American public charging map for all brands of EVs.

Net-Zero and Carbon-Positive Corporate Campus

Turning corporate campuses green.

Kimley-Horn is providing the civil engineering and landscape architecture for a confidential 800,000-square foot net-zero and carbon-positive campus, scheduled to be completed by early 2025. Both offices, as well as the parking garage, are covered in photovoltaic panels. The site landscaping plays a significant role in the project's carbon offset, contributing to the net zero goal.

1.3

Sustainable Services We Provide

Through our work, we are supporting an unprecedented transition in energy, land, water, transportation, and other infrastructure that will lead us into a more sustainable future.



Power/Energy

- Energy optimization, efficiency, and retrofit consulting
- Net-zero strategies
- Energy audit
- On-site power generation and energy storage
- Alternative energy
- Sustainable fuels including green hydrogen and biofuels



Greenhouse Gas (GHG) Mitigation

- GHG reduction strategies/climate action plans
 - Community scale
 - Site scale
- Transportation and transit solutions
- Zero emission fleets
- Decarbonization plans
- Zero Emission Vehicles (ZEV) infrastructure
- Vehicle Miles Traveled (VMT) strategies



Water

- Re-use/grey water
- Rainwater harvesting
- Irrigation audits
- Nature based solutions for stormwater and wastewater management
- Treatment focused on forever chemicals
- Bio-solids to fertilizers or energy
- Planning for water positive
- Water efficiency



Natural Capital/Ecosystem Services

- Natural resource assessments and protection strategies
- Ecosystem restoration
- Ecological planning and site design
- Green infrastructure/nature-based solutions
- Sustainable landscapes
- Community edible or pollinator gardens



Climate Adaptation/Resiliency

- Climate vulnerability and risk assessments
- Design standards for future proofing
- Flood mitigation
- Heat mitigation
- Land use planning and policy
- Disaster and hazard mitigation planning
- Structural adaptations



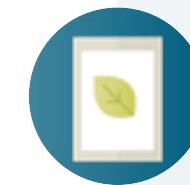
Circular Economy/Materials

- Asset management
- Material choice consulting
 - Low-carbon concrete
 - Low-carbon steel
 - Timber structures
- Decommissioning plans
- Recycling
- Composting
- Flexible site design for market changes
- Redevelopment



Social Equity

- Equity and access analysis and planning
- Public involvement, engagement, and education
- ADA planning and improvements
- Indigenous people engagement
- Access to opportunity (travel time) studies
- Mobility planning
- Community planning
- GIS mapping of climate stress and risks relative to demographics



Reporting and Commissioning

- Scope 1, 2, and 3
- LEED
- SITES
- Envision
- WELL Building
- Fitwel
- Energy Star

1.3.1

Enhancing Services with Technology Solutions

As part of our technology innovation program, Kimley-Horn develops technology products that contribute to more sustainable environments. These include:



TREDLite VMT

This web-based transportation planning tool automates Vehicle Miles Traveled (VMT) calculations and informs planning initiatives. The software allows users to view location based VMT data and projected air quality (AQ) and GHG emission levels, set VMT thresholds, and test mitigation scenarios, helping them to improve AQ and reduce GHG emissions, while selecting the most environmentally friendly solutions.



PublicCoordinate

PublicCoordinate is an online community engagement tool that enables clients to share project information with the public through an interactive map-based platform and gather community feedback in an easily accessible way. With this software, clients can engage large, diverse audiences, easily communicate and collaborate with the public, share project visualizations, and gather feedback throughout various phases of a project.



Traction

Our Smart Cities Traction Ecosystem consists of multiple software applications with unique features and functionalities to enhance traffic flow, which reduces GHG emissions. Our browser- and mobile- based applications deliver real-time signal and Smart City device data, travel time information, and gives agencies the ability to push relevant alerts, warnings, and traveler information to motorists in specific geographic areas.

1.4

Our Expertise

Sustainable expertise is embedded in the very foundation of the type of work we do. Nearly 3,000 members of our staff are professionally licensed in engineering, landscape architecture, planning, and other related professions. Several thousand more are working toward licensure with the support of the firm. Hundreds more are LEED certified (the most universally recognized green building certification in our industry) or carry other specialized certifications in specific areas of sustainability, such as certified environmental engineers and scientists, certified erosion and sediment control designers, certified wetland delineators and planners, wildlife biologists, Envision Sustainability Professionals, and certified arborists.

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These professions address sustainability in their code of ethics:

- Engineers are encouraged to adhere to the principles of sustainable development in order to protect the environment for future generations. (NSPE¹)
- Engineers are encouraged to participate in civic affairs; career guidance for youths; and work for the advancement of the safety, health, and well-being of their community. (NSPE)
- Engineering and Geoscientists have the responsibility to consider climate change in their practice when relevant professional activities or work is being carried out (EGBC²)
- The health and well-being of biological systems and their integrity are essential to sustain human well-being. (ASLA³)
- Future generations have a right to the same environmental assets and ecological aesthetics. (ASLA)
- Long-term economic survival has a dependence upon the natural environment. (ASLA)
- Environmental stewardship is essential to maintain a healthy environment and a quality of life for the earth. (ASLA)
- Use principles of sustainability and resilience as guiding influences in our work. (AICP⁴)
- There is a critical link between climate change and public safety. (EGBC)

¹NSPE: NATIONAL SOCIETY OF PROFESSIONAL ENGINEERS

²EGBC: ENGINEERS AND GEOSCIENTISTS BOARD OF CANADA

³ASLA: AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

⁴AICP: AMERICAN INSTITUTE OF CERTIFIED PLANNERS

1.5

Starting from the Inside: Our Leased Environment

In line with the services provided to clients, we strive to provide an environmentally sensible office environment for our employees. We do this through careful selection of vendors and office products as well as promoting locally sponsored green initiatives throughout the firm.

Community

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To support this effort, we have developed a green leasing checklist that evaluates energy, water usage, and other variables to inform our leasing decisions.

As all but one of our 130+ offices are leased, our ability to measure energy and water usage on an office level is limited to information available from our property owners.

More focus has been put into the sustainable features of our office that we can control. Kimley-Horn has instituted standards for our office buildouts and refurbishments. We operate with a set of green office standards that includes:

- Sustainable office furniture vendors
- Recyclable movable walls
- Right sizing of office space. Over the past few years, we have reduced our footprint from 230 to 200 square feet per employee.
- Use of LED lighting and a design concept that captures daylight harvesting
- Use of Energy star appliances; low water flow
- Use of WaterSense fixtures and other low flow water fixtures
- Green-certified flooring, other products

We are exploring and instituting a variety of initiatives to reduce paper use, which include using recycled paper and reducing the number of printers in each office.

In 2023, the firm removed materials containing PFAS from our office supplies as much as possible. We continue to research ways to remove other “forever” chemicals from our office supply chain.



1.5.1

Our Use of Transportation

Kimley-Horn actively supports sustainable transportation alternatives such as walking, biking, and transit. We underwrite the cost of transit passes, offer bike storage and on-site showers in many offices, and seek to locate our offices in pedestrian-friendly areas. Our office locations are selected to be proximate to our employee base and clients, reducing am and pm peak travel.



1.5.2

Our Information Technology (IT)

Over the past few years, Kimley-Horn's IT operations have made myriad changes that have a positive environmental impact. The firm has moved all email and voicemail to the cloud, allowing us to eliminate desktop phones at more than 7,500 workstations. This data move has allowed us to greatly reduce the size of office servers, using less energy. In addition, transitioning fully to laptops from desktop computers has resulted in approximately 75% less power used per unit.



We significantly reduced energy consumption by moving one of our major data centers to the cloud and retiring local servers. Moreover, our cloud data centers rely largely on renewable energy, which further supplements our energy reductions. A 2018 Microsoft study found that cloud data platforms can be up to 98% more carbon efficient than on-premise solutions.

Enabling video conferencing in 100% of the firm has allowed us to reduce business travel. With the increase in virtual meetings, our per person air miles decreased by 25% over the year prior to this change.

We recently refreshed our data equipment management plan, moving to a technology asset disposal program that will allow us to track the disposition of our laptops, monitors, printers, servers, and networking equipment from in-service date through pickup and disposal. This will allow future reporting of equipment saved from landfills.

1.6

Our Supply Chain

Where permitted, Kimley-Horn gathers and maintains sustainability information from our vendor partners. This information is considered as one of many factors in vendor selection. A sample of our office vendor information request is included on the right.

Office Vendor Sustainability Questionnaire

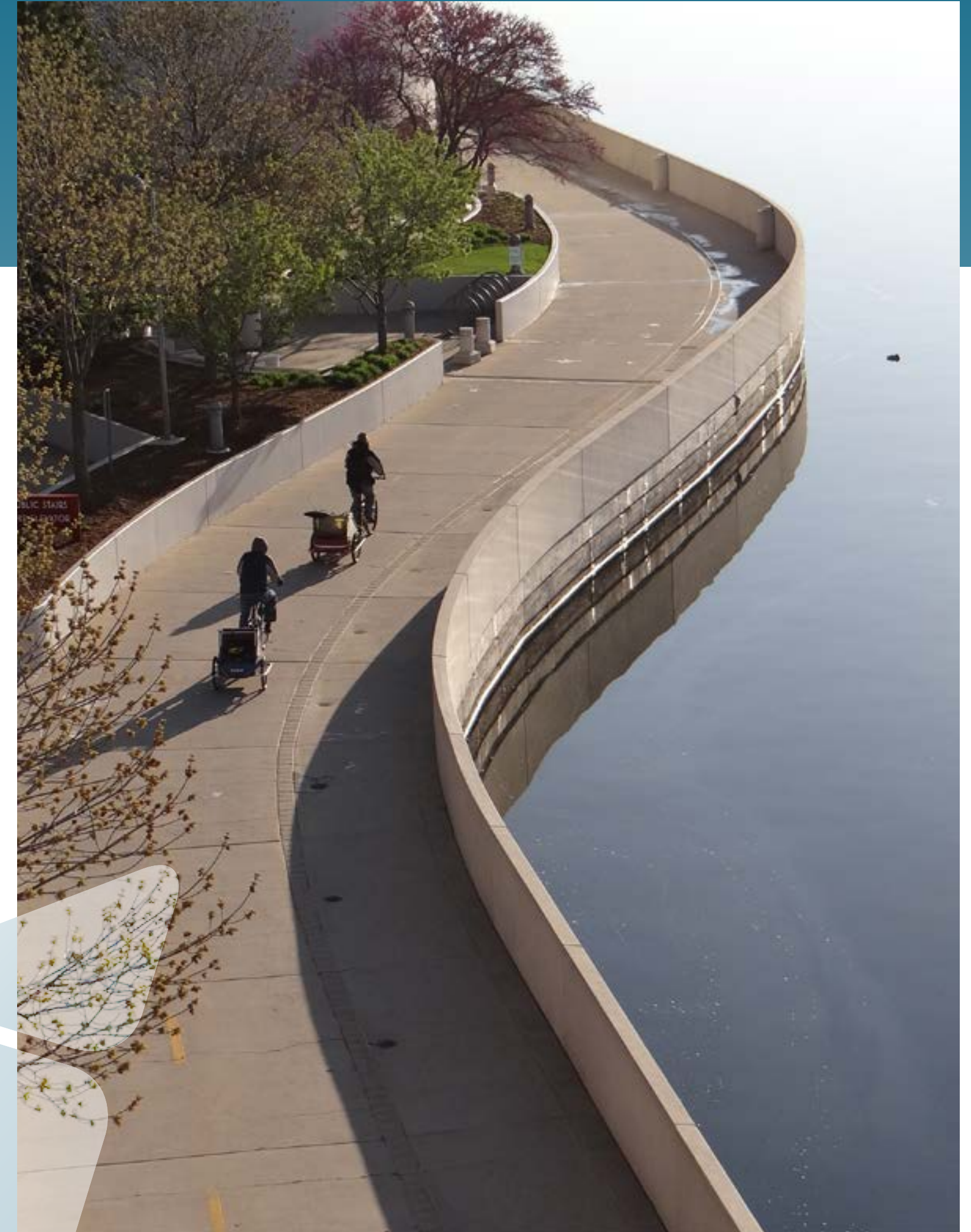
- Does your company have a climate pledge?
- Does your company have annual and/or multi-year sustainability goals and initiatives?
- Does your company produce an annual or bi-annual sustainability report? If yes, please provide a link to the sustainability report.
- Does your company follow SDG (Sustainable Development Goals) goals incorporating the principles into company strategies and operations?
- Does your company take measures to reduce energy? If yes, how?
- Has your company set carbon emissions targets?
- If your company provides a product, is a list of environmental features for each product available?
- Does your company recycle materials/waste? If yes, does your company track the diversion of waste to recycling? If yes, do you know how much waste the company diverts to recycling?
- If your company ships goods, is recyclable material used?
- Do you collaborate with other vendors or professional organizational partners (business-to-business partnerships) on sustainability initiatives? If yes, how?
- Does your company work with community partners or non-profits for climate betterment? If yes, how?
- If you deliver a product or a service, does your company use or promote the use of electric or sustainable vehicles? Do you track emissions?
- Does your company actively work to reduce

1.7

Sustainability Management

Employees across the firm are engaged in our sustainability efforts at various levels:

- Our Practice Teams respond to individual client needs.
- Our Board of Directors approves investments in sustainability, diversity and inclusion, and governance for the firm.
- Our Sustainability in Practices Leadership Team focuses on how the firm is providing services to meet the needs of our clients in the areas of sustainability and resiliency.
 - Our Office Green Teams focus on how to make our individual offices more sustainable. A growing number of offices have active Green Teams. Our goal is to increase this number.
 - Many employees currently belong to Office Green Teams across the country.
 - We appoint sustainability champions in each region to work with Office Green Teams.



1.8

Scope 1, 2, 3 GHG Emissions Inventory and Future Risk Assessments

Given the nature of our business operations, the emissions Kimley-Horn directly produces is low. Even so, we understand the impacts that business operations have on the environment and are committed to both reporting our GHG emissions and finding ways to reduce our impacts.

We have calculated our Scope 1 and 2 GHG emissions for calendar year 2023 using the U.S. Environmental Protection Agency's (EPA) GHG emission calculator tool that is based on process outlined in the GHG Protocol framework. The GHG Protocol is the global standard. A summary of our Scope 1 and 2 calculations are below as well as actions we are currently taking to prepare for current and future regulations and reporting.

We report our emissions below for both Scope 1 and 2 as total and per employee basis in terms of CO₂ equivalents. We determined a per employee basis is currently the best way to normalize our data as a rapidly growing firm. In 2023, we used 7,320 employees for this basis.

Scope 1 Emissions Estimate

Scope 1 emissions are defined by the EPA as “direct GHG emissions that occur from sources that are controlled or owned by an organization.” Our Scope 1 emissions come directly from our 137 fleet vehicle emissions. Kimley-Horn leases vehicles, and we used our yearly report to generate the fuel type, miles driven, and gallons consumed. **Our total calculation of Scope 1 emissions comes to 745 metric tons of CO₂ equivalents or 0.10 MTCO₂e per employee.**

Scope 2 Emissions Estimate

Scope 2 emissions are defined by the EPA as “indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling.” Our Scope 2 emissions come from our purchased and consumed electricity across our 133 offices. A majority of our offices are leased and do not have submeters. Therefore, we have estimated our consumption based on the EPA data tables for the electrical grid and average consumption for office spaces (sf). **Our total Scope 2 emissions is 10,624 metric tons of CO₂ equivalents or 1.45 MTCO₂e per employee.**



Scope 3 Emissions

In future reports, we may add other emissions data including some or all of Scope 3 emissions as appropriate. Scope 3 emissions are defined by the EPA as emission that “are the result of activities from assets not owned or controlled by the reporting agencies, but that the organization indirectly affects in its value chain.” For our operations this includes information like employee commuting, personal vehicle use for business, co-working space, and sub-consultant activities, among others. In 2023, we developed the list of data we will need to request, track, and compile to potentially calculate our Scope 3 emissions.

Future Risk Assessments

In addition to Scope 1, 2, and 3, we will continue to evaluate and adjust our internal controls, risk management, and reporting to ensure compliance with climate regulations and disclosures. We also intend to invest in a more in-depth understanding around any financially-related risks and opportunities as recommended by the Task Force on Climate-Related Disclosures (TCFD) and other similar reporting requirements that may be required.

COMMUNITY



2.1

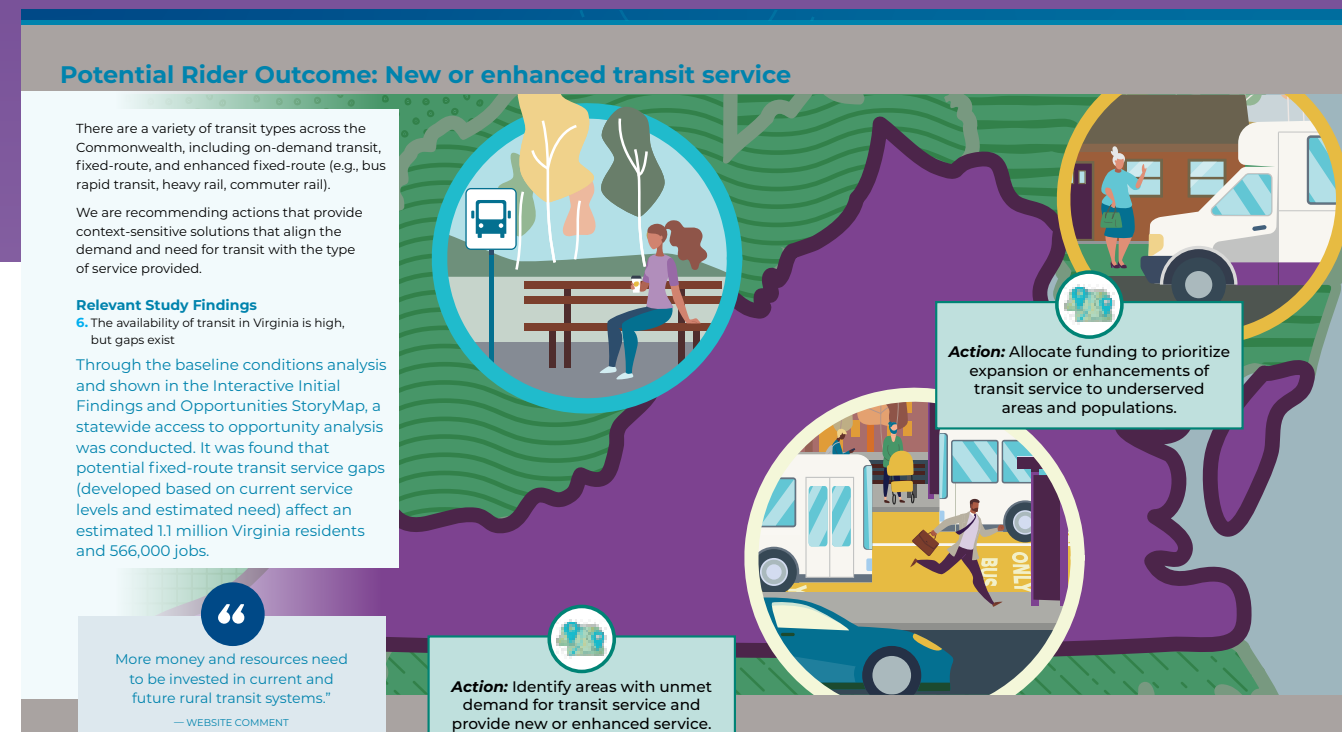
Overview

Within the walls of our firm and throughout our communities, Kimley-Horn strives to empower people from all walks of life to achieve their goals and maximize their potential. We value every employee as a whole person, which means empowering people to have fun, ask for help, challenge the status quo, and trust one another. We believe that the most effective ideas, solutions, and communities come about through consideration of diverse thoughts and ideas. This only happens if people feel free to bring their whole self to work. Our programs and approaches are meant to bring everyone's voice into the conversation.



2.2

Preparing Our Clients for the Future



Everett Link Extension (EVLE) Racial Equity Tool

Virginia Transit Equity and Modernization Study

As part of the Virginia Transit Equity and Modernization Study, which sought to address equitable access to transit for underserved communities as one of its goals, the Kimley-Horn team used a specialized software application to allow for desktop review of bus stop locations. Through a direct link to Google Streetview images of bus stops, the team could assess a large sample of stops across the entire state of Virginia without having to send staff into the field. Assessments included rating the condition and accessibility of each stop and the presence or absence of key features, such as sidewalks, benches, shelters, and lighting. As the software application could be used simultaneously by multiple assessors, both Virginia Department of Rail and Public Transit and Kimley-Horn staff could conduct and check assessments—reducing the total time it took to complete and quality check over 675 statewide bus stop assessments to only a couple of weeks.

The resulting analysis included statistical analysis of stops, including correlations between stop features, virtual path identifiers, and rural versus urban categories. The result of the analysis informed the action plan and recommendations regarding bus stop design and basic infrastructure requirements.

In 2019, Sound Transit reaffirmed its commitment to diversity, equity, and inclusion by incorporating these values into the agency’s Five-Year Strategic Plan and adopting the first agencywide Equity and Inclusion Policy. Shortly after, the agency developed the Racial Equity Tool (RET) outlining a process to proactively address institutional and systemic racism.

The RET prompts project development staff to make decisions and take actions to reduce racial disparities and identify new opportunities to advance equity. The Sound Transit RET is designed to integrate an explicit consideration of racial equity in decision-making related to projects, policies, programs, and practices. It is both a product and a process. The tool includes a set of guiding questions that prompts teams through the process.

The Kimley-Horn team is assisting Sound Transit’s EVLE staff in implementing the RET for the EVLE—a northern extension of the light rail transit line in the Seattle metro area. The project includes approximately 16 miles of light rail, 6-7 new stations and a new operations and maintenance facility serving Snohomish County up to the northern terminus in Everett, Washington. The corridor is home to numerous populations typically under-represented in transit planning, including Latino, African American, Korean, and Vietnamese.

2.3

Kimley-Horn at a Glance

As our CEO affirms, Kimley-Horn is fiercely committed to diversity and inclusion. This commitment is reflected in the many types of variety in our firm, enabling us to better serve our clients.

Diversity of Expertise

- Civil Engineers
- CAD Design/GIS Specialists
- Construction Specialists
- Environmental Specialists
- Financial Professionals
- Graphic Designers
- Information Technology Specialists
- Urban Planners
- Electrical Engineers
- HR Professionals
- Instructional Designers/Training Professionals
- Landscape Architects
- Marketing Professionals
- Mechanical Engineers
- Product Developers
- Public Engagement Specialists
- Survey Professionals
- Writers and Communications Experts
- Visualization Specialists

Diversity of Services

- Asset Management
- Aviation
- Entertainment Development
- Environmental
- Forensics
- Healthcare Development
- Industrial Development
- Institutional Development
- Integrated Water
- Landscape Architecture
- Mixed-Use Development
- Parking
- Residential Development
- Retail Development
- Roadway and Bridge Structures
- Survey
- Technology
- Telecom
- Transit
- Transportation
- Vertical Structures

Age

25 and under	26-34
27%	39%
35-44	45-54
17%	10%
55+	
7%	

Tenure

<5 years	5-10 years
65%	20%
11-15 years	20+ years
10%	5%

Gender

Male	Female
62%	38%

Veteran Status

Veteran	Non-Veteran
2.2%	95.8%
Decline to answer	
2%	

LBGTQIA

LBGTQ	Prefer not to answer
5.1%	4.6%

Race

American Indian/Alaskan Native	Asian	Black or African American	Hispanic or Latino
0.3%	6.1%	3.6%	12.4%
Native Hawaiian or Other Pacific Islander	Two or more races	White	
0.4%	3.7%	73.1%	

Disability Status

Has a disability	Not disabled
5.9%	86.2%
Decline to answer	
7.9%	

**More than
25
languages spoken**

offices/geographic diversity

130+

2.4

ERG Networks Build Engagement in the Workplace



BKN

Our Black Kimley-Horn Network (BKN) ERG continues to build community, create a sense of belonging, and produce firmwide programming designed to raise cultural awareness. Recent firmwide events included a Juneteenth “Free to Flourish” webcast, a trivia game for allies and members, and a professional development program for interns titled: Workplace 101.

Pride KHonnect

Throughout Pride Month, members of our Pride KHonnect ERG hosted in-office events, after hours activities, and a celebratory panel discussion for the entire company—all to further their mission of increasing a sense of belonging for LGBTQ+ teammates.

Unidos @ KH

Unidos @ KH strives to foster a community of partners who are committed to education, connection, and empowerment, creating a more inclusive and supportive workplace for all Hispanic and Latino partners.

Women @ KH

Women @ KH nurtures a culture that actively mentors and sponsors women in their efforts to achieve recognized success, earn and play active roles in leadership, and contribute valuable perspectives while respecting the need for work/life integration.

Military KHonnections

Military KHonnections strives to provide a connection platform and advocate for employees who are involved in the military. Our goal is to remain a military-ready company as we integrate individuals with strong military values and work ethic into the Kimley-Horn culture.

An additional ERG is forming for Asian and Pacific-Islander staff members.

Jeff D.
RALEIGH

“D&I means that everyone at Kimley-Horn feels represented, seen, and able to be their true self at work.”

Leo E.
ATLANTA

“D&I make us stronger by building people up and utilizing each person’s unique contributions to the firm.”

Fareed P.
SACRAMENTO

“To me, D&I means seeking out, understanding, accepting, and engaging with every individual’s unique attributes.”

George P.
MIAMI

“D&I means ensuring that every employee feels that they are welcome and respected no matter their race, sex, age and sexual orientation, that they are given the necessary support to grow and are encouraged to celebrate.”

Victoria T.
CHARLOTTE

“I want to help people respect and embrace differences, find commonalities, and build genuine connections from there.”

Scott C.
DENVER

“D&I is an awareness, understanding, and recognition that we can be more inclusive and well-rounded, and create a sense of belonging.”





Amanda F.
TWIN CITIES

“D&I is not about “us versus them.” We are all in this together. Come ready to jump in.”

Christine H.
SALT LAKE CITY

“We make good on what our Core Purpose has always been through rich diversity and inclusion and the heavy lifting needed to safeguard that purpose.”



Erin H.
RALEIGH

“I’m passionate about D&I because the best teams not only include a variety of perspectives and experiences, but also cultivate, encourage, and celebrate them.”

Mike S.
FORT WORTH

“By choosing to listen to others and raise our awareness of other backgrounds, cultures, and experiences, we become more empathetic and can have productive conversations around D&I.”

David S.
NORTHERN VIRGINIA

“I have seen first-hand the power, strength, and community that can grow out of an act of kindness and welcoming.”

Greg K.
LOS ANGELES

“Through life, I’ve learned how valuable it is to be open-minded to differences. Being receptive is important to personal growth, teamwork, and collaboration.”

2.5

Building Representative Teams

We focus on a wide variety of programs that help us attract and retain a diverse base of professionals and we strive to develop the pool of future STEM employees.

2.5.1

Mentorship/Sponsorship

Beyond our ERGs, Kimley-Horn provides mentorship and sponsorship opportunities. These include informal mentor matches, leadership training for women, and individual coaching. Further programs are in development.

2.5.2

Grants/Scholarships for Diverse Groups

Kimley-Horn provides academic scholarships for diverse undergraduate and graduate students through the ACEC Research Institute: Kimley-Horn Diversity in STEM. We continue to explore additional diversity scholarship opportunities.

2.5.3

STEM Student Support

Employees across the firm are actively involved in exposing the next generation to STEM programs. Activities include tutoring at STEM-focused schools like Cristo Rey, building connections with students at the Pacific NW Louis Stokes Alliance for Minority Participation, and hosting in-office development workshops for ScholarShot, a nonprofit that supports the development of at-risk and first-generation students. In 2023, Kimley-Horn was awarded the ScholarShot Social Impact Platinum Award for our ongoing partnership.

2.5.4

Diverse Recruiting

We have increased our recruiting efforts at historically Black colleges and universities (HBCU) and other minority-focused schools to draw entry-level professionals from a more diverse base. In 2023, Kimley-Horn hired a diversity recruiting specialist. Collaborating with existing internal recruiting teams, the focus of this firmwide role is to develop effective strategies and leverage best practices, build/deepen relationships, and grow our efforts in attracting talented entry-level professionals from HBCUs, minority-serving institutions, and other minority-focused pipelines.



2.5.5

Partnering with Minority Industry Associations

Kimley-Horn actively engages with students and young professionals through involvement in associations, such as the National Society of Black Engineers (NSBE) and Society of Hispanic Professional Engineers (SHPE) to provide mentorship opportunities and support our minority recruitment.

2.5.6

Employee Retention Efforts

Kimley-Horn's core purpose is to provide an environment for our people to flourish, and our retention efforts are anchored in that purpose. We gather qualitative and quantitative information about the employee experience for various employee segments through both survey data and one-on-one interviews. Our HR staff and regional teams also conduct regular reviews and assessments of comments gathered in exit conversations. Retention efforts include:

- Twice-yearly analyst check-in conversations for feedback on overall performance and career advancement guidance.
- Transparent, published guidance on how to excel at various career levels.
- Firmwide technical training to build skills and in-person learning opportunities.
- Firmwide "Culture of Respect" training on diversity topics.
- Mid-Level Advisory Committee that provides guidance to President/CEO and other leaders on important topics that impact culture and retention.

Our D&I Committee, with regional representation, ensures that each region has a connection to diversity, has an opportunity to be heard, and can create unique opportunities for cultural awareness. ERGs continue to provide a sense of community for members and supportive allies, and we have added staff to our HR D&I team to focus on recruiting and retention of these important employee groups.

2.5.7

Developing Diverse Talent Bases

Beyond the development of our direct client servers, Kimley-Horn invests in the development of our professionals. We have specific development and recruiting programs for our CAD Operators and Designers and our professionals in Marketing, Finance, HR, and other administrative groups. For applicable roles, we increased our recruiting from two-year technical college programs, providing access to greater ethnic diversity, as well as to veterans and more diverse socio-economic populations.

2.6

Encouraging Representative Partnerships

Kimley-Horn tracks and supports our teaming partners to support diversity. Our Board-approved Equal Opportunity Procurement Policy includes annual goals, based on a percentage of annual fees, for purchases from minority or women-owned professional firms, consultants, and suppliers. In addition to internal programs, we participate in minority professional organizations and encourage minority partnerships, such as Disadvantaged Business Enterprise (DBE) and Minority and Women-Owned Business Enterprise (M/WBE), on a variety of projects. **In 2023, we paid nearly \$100 million to these firms.**

In 2022, we received an ACEC award for our work on airfield electrical systems with a minority supplier for the Indianapolis airport. We have been partnering with another minority consulting firm on the Denver airport to help them grow and excel. Additionally, in Detroit, our partnership with Tucker Young Jackson Tull, a minority-owned firm, helped them gain experience to win a major contract and graduate from the DBE program.

Through our partnership with the US Small Business Administration’s *All Small Business* program, we have a mentor/protégé relationship with another diverse small engineering business. We assist this firm with joint marketing and technical training, support in leading federal accounting standards, and help with client introductions.

In addition to formal DBE mentoring, we regularly partner with these organizations on the right.

Organization	Involvement
ACC	Airport Consultant’s Council (ACC) is a go-to organization on airport development issues. We are members of the task force for D&I.
ACEC	Our D&I leader serves on the American Civil Engineering Counsel’s (ACEC) Diversity, Equity, Inclusion & Belonging National Steering Committee. We are also participating in the ACEC Research Institute’s three-year industry D&I benchmarking project.
AMAC	We are active members of the Airport Minority Advisory Committee (AMAC), which promotes participation of M/W/DBEs in aviation and aerospace industry contracting opportunities. One of our employees recently served as a “Legend” on the Council’s ongoing Legends & Leapers conversations.
CREW	Commercial Women in Real Estate (CREW) facilitates networking and leadership development, advocates for women in the industry, and connects members actively involved. Kimley-Horn has won numerous chapter awards.
Engineers without Borders	Engineers without Borders undertakes engineering projects that empower communities to meet their basic human needs. Our professionals volunteer within this organization.
Girls in STEM	Our engineers actively support a variety of organizations focused on the development of girls in STEM from Girls Inc. to Girls Who Code to Girls on the Run.
NSBE	Kimley-Horn belongs to the National Society of Black Engineers (NSBE) and is an active participant in their national convention. NSBE provides opportunities for K-12 students, university students, and working professionals to take part in the organization’s mission to promote Black engineering excellence.
SHPE	Society of Hispanic Professional Engineers (SHPE) is an organization that supports Hispanics in STEM. Kimley-Horn attendees participate at the SHPE national convention career fair and attend development workshops.
SWE	The Society for Women in Engineering (SWE) is one of the largest advocates for female engineers. Kimley-Horn has been active at the local and executive level of SWE for years.
ULI	The Urban Land Institute (ULI) connects cross-disciplinary real estate and land experts, with a goal of shaping the future of the built environment to transform communities worldwide. With more than 300 members, Kimley-Horn is actively involved at every level of this organization.
WTS International	The Women’s Transportation Seminar International (WTS) attracts, connects, and advances women’s careers to strengthen the transportation industry. Women at Kimley-Horn have served on the executive board and received awards in local chapters across the country for their involvement.
Water for People	Water for People believes that everyone should have access to clean water and sanitation services, forever. Our professionals volunteer within this organization.

2.7

Engaging with Our Internal and Client Stakeholders



2.7.1

Town Halls and Leadership Visibility

Each quarter, our CEO hosts an all-employee video meeting. In these calls, we discuss the state of the firm, relevant news and action items, and answer questions posed by employees. Each meeting ends with an online survey that allows everyone to see immediate feedback on a key topic of interest or a question just for fun.

In addition to our Town Halls, our senior leaders host “ask me anything” sessions during many of our training programs. These sessions help us identify issues of interest to employees and reinforce our culture of transparency.

2.7.2

Employee Engagement Survey

In addition to regular internal meetings, Kimley-Horn undertakes an annual employee survey managed by the Great Place to Work Institute (GPTW). GPTW compiles the anonymous responses and provides data and analysis back to Kimley-Horn. We are proud to report that our average response rate is well above the industry average—and 95% of our responding employees rate Kimley-Horn as a great place to work in our most recent survey.

We pay special attention to the responses of our minority employees. In the past two years our collective Justice score, which is made up of positive answers to the following statements, is 96%. This is even higher than our

positive responses to being a great place to work (95%). We take immense pride in this affirmation that people at Kimley-Horn are treated fairly.

Justice statements on our employee survey include:

- People here are treated fairly regardless of their sexual orientation.
- People here are treated fairly regardless of their race.
- People here are treated fairly regardless of their gender.
- People here are treated fairly regardless of their age.
- If I am unfairly treated, I believe I'll be given a fair shake if I appeal.



2.7.3

Annual Owner Meeting/Engagement

As a privately-owned firm with more than 800 owner employees, we invest considerable time in communicating with and hearing from our owners. In addition to monthly electronic updates and periodic video calls, we host an annual meeting weekend with all owners and their significant others where we discuss the state of the firm, report formally on our financial performance, elect the board of directors, discuss new and emerging service areas, and spend time connecting. Each owner then shares similar information with their offices and teams, reinforcing the transparency of the company.



2.7.4

Listening to Our Clients

In addition to listening to our employees, we pay close attention to feedback from our clients. Each year, our leadership team reaches out to a large sample of clients for an in-depth conversation about the service they receive from our firm. For more than a decade, our clients have given us top marks. This feedback reaffirms our conviction that what makes Kimley-Horn stand out is not just what we do, but how we do it, as client after client tells us that our willingness to go the extra mile and our skill in communications set us apart.

2.8

Building Company Pride: Top Workplace Recognitions

Our commitment to our employees is rewarded by a powerful sense of ownership among our staff. Their feedback about the firm in the GPTW survey mentioned in 2.7 has resulted in Kimley-Horn being listed among FORTUNE Magazine’s 100 Best Companies to Work for 16 times.



- FORTUNE Magazine 100 Best Companies to Work For
- FORTUNE Magazine Best Workplaces for Millennials
- FORTUNE Magazine Best Workplaces for Parents
- FORTUNE Magazine Best Workplaces for Women
- FORTUNE Magazine Best Workplaces Consulting and Professional Services
- People Magazine’s 50 Companies that Care
- LinkedIn Top Companies to Grow Your Career
- CREW Catalyst Award



2.9

Supporting Our People



2.9.1

Training

In support of our previously stated core purpose (to provide an environment for our people to flourish), Kimley-Horn is proud to offer one of the strongest employee development programs in the Architecture, Engineering, and Construction (AEC) industry. Beginning with technical training (on topics such as Development Services, Roadway, Aviation, and Landscape Architecture) to provide a solid foundation, employees progress through a series of professional development courses to develop their skills in project management, client service, and leadership.

- 94 internal classes conducted per year for 3,900 participants
- 134,320 cumulative training hours for technical and professional development
- 7,500+ training hours for supervisors
- >600 employee-leader instructors
- >7,500 Individuals reached through MyKHampus
- >32 annual training hours per participant
- Avg \$1,150/training expenditure per employee

2.9.2

MyCareer/ MyKHampus

Our MyCareer process and MyKHampus app consolidate career-long educational opportunities to support employee development.

The MyCareer program provides a customized development roadmap for each employee, with opportunities for ongoing dialogue through one-on-one conversations, feedback, and development coaching.

MyKHampus merges information on individual development training, information on formal opportunities, independent learning sources, training event calendars, and more. Tools for development are gathered on each employee's app, providing a resource to explore while employees grow with the firm.

Our tuition reimbursement program supports individuals who pursue additional education.

2.9.3

Playing to Employee Strengths

Kimley-Horn has been using the DiSC personal assessment tool for more than 30 years. This tool is designed to help improve teamwork, communications, and productivity in the workplace by helping employees learn to work effectively with the different perspectives of their team members.

StrengthsFinders/Clifton Strengths, a tool from the Gallup organization, is designed to help create exceptional workplaces by maximizing human potential. Currently, Kimley-Horn has three certified Strengths coaches who lead team sessions across the firm.

2.9.4

Outstanding Benefits

Employee compensation and benefits are exceptional. Since our founding, Kimley-Horn has built upon the idea that great people contribute remarkable things when they are rewarded for their contributions and are able to build a strong personal financial foundation. That is why, each year, we return more than 90% of our profits to our employees in the form of bonuses, retirement contributions, and benefits. We are well known for having one of the top retirement plans in the country.

Health Benefits

- Generous medical, vision, and dental benefits with zero premium option for employees and covering an average of 91% of dependent costs.
- No-cost counseling through employee assistance program.
- Zero-cost text-based primary care and behavioral health partnership
- External Advocate service

Work/Life Balance Benefits

- Eldercare resources
- Childcare resources
- Generous maternity and paternity leave
- Child and eldercare search services
- Flexible schedule options
- Compressed work weeks

Wellness Benefits

- Employee assistance programs
- Fertility treatment coverage
- Travel benefits if needed for covered service or procedure.
- Adoption benefits

Teamwork Awards

- Kimley-Horn allows any team member to award another team member with a \$50 “Teamwork Award” for going above and beyond to assist. Each year, our staff gives more than \$1.6M in awards.

Financial Security

- Life insurance
- Disability coverage (short and long term)
- Retirement plan with two-for-one 401(k) match (on up to 4% of salary + bonus), plus profit-sharing totaling up to 18% of annual company contribution.
- Student loan repayment option counts as 401(k) contribution for company match.
- Tuition reimbursement

Pay Equity

- Each year, our firm evaluates our bonus payouts to ensure that they are fair and equitable across roles, geography, gender, race, and contribution. We also contract an outside study of pay equity every 3-5 years to ensure that our salaries are in line with our industry for various roles across the firm.



2.10

Supporting Our Communities Through Volunteerism

Kimley-Horn and our employees are enthusiastic about serving and improving our communities. This passion extends itself to volunteer work in a variety of ways.

Through our Kimley-Horn Foundation, we provide financial assistance to the causes our employees are most passionate about. Each year, employees who volunteer in their community submit applications for grants to the organization they support. Any organization involved in the following service areas is eligible:



Housing, health care, and food for the disadvantaged



Children's services for the disadvantaged



Disaster relief



Drug and alcohol rehabilitation



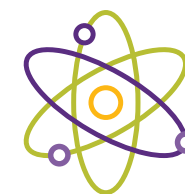
Programs and special events for the disadvantaged



Special education programs for those with disabilities



Environmental conservation



Promotion of STEM education in underrepresented communities



In 2023, the Foundation provided more than \$750,000 in assistance to not-for-profit organizations in which our employees are involved.

2.10.1

Giving Back: Volunteer Stories

Rock, Paper, Scissors for the Win

In late 2022, the firm decided to donate more than what we had already awarded through Foundation grants. We wanted to use the extra money to connect the firm while giving back to our communities. The answer: a virtual Rock, Paper, Scissors contest for everyone in the firm. Using a custom-built tool, players were matched across the firm in a series of rounds. The finalists in each of our (then) six regions then gathered in St. Petersburg, Florida, for a final showdown that was broadcasted to the firm. The top 64 players received checks for their charity of choice, with the top winner receiving \$100,000. In all, we distributed \$322,000 through this fun program.



Cultivating Sustainable Communities

From coast to coast, Kimley-Horn employees are busy making a difference in their local communities through their work and volunteer time. Organizations like Duwamish Alive in Seattle, Grow & Share Community Garden in Dallas, and Keep Lee County Beautiful in Fort Meyers received grant funding from the Kimley-Horn Foundation thanks to time employees spent volunteering.



2.11

Innovation Ecosystem

Kimley-Horn's *New Ventures* initiative draws from the best ideas of our employees to develop technology solutions that meet the rapidly evolving needs of our clients. Through Pitch Day events or Genius Grant opportunities, employees are encouraged and empowered to contribute their innovative ideas for addressing client problems. The ideas are then evaluated and those with the most market potential are selected for investment and development.

Over the past several years, more than a dozen ideas have been brought to market. [A sampling of recent projects is included in section 1.3.1.](#)



RESPONSIBILITY



3.1

Overview

Kimley-Horn is proud to be in our sixth decade of employee ownership. Embedded deep in our DNA is the commitment to run the firm responsibly for the next generation, so the benefits continue to accrue for those who contribute to the firm's success.



Board of Directors (not pictured: Brian Good and Jennifer Harry)



Shareholders 2019



Shareholders 2014



Shareholders 2010

3.2

Ownership Structure

Our firm is 100% owned by active professionals. Ownership is broadly dispersed; with more than 800 current owners, no individual owns more than 2% of the company stock. All shareholders are subject to the same shareholder's master agreement governing ownership.

The Board of Directors approves all promotions to shareholder twice a year as well as the amounts of all stock offers each year to existing or new shareholders. Promotions and stock offers are based on contributions over time.

The Board approves executive compensation and performance-based bonuses for our people. The Board also regularly reviews trends in performance-based bonuses through various metrics to ensure that executive compensation remains proportionately similar to other staff in the firm.

The Board oversight committees include:

- Ethics (responsibilities include ethics hotline responses, ombudsman, and reporting)
- Financial Controls
- D&I
- Joint Venture
- KH Foundation
- Master Contract
- Retirement Plan
- Risk

3.3

Economic Contribution

We believe the rewards of our work should go to all who contributed—which translates to our entire staff. After retaining a small percentage of profits for operations, we distribute the balance to our staff annually in the form of retirement contributions and performance bonuses. Virtually every full-time employee receives a bonus.

- For decades, over 90% of our annual profits have been returned to employees through retirement and bonuses.
- In terms of total compensation, all Kimley-Horn employees are within or above the expected pay range for their roles.

3.4

Quality Control

The Quality program at Kimley-Horn, led by a team of seasoned professionals, ensures and tracks quality through a variety of ways. For example, QA/QC time is built into each consulting project, regular time is dedicated to Continuous Quality Improvement topics, and annual awards are presented for outstanding improvement. The firm sets aside time each year to focus on the topic of Quality as defined by our clients. An internal Efficiency Consulting initiative helps teams improve the efficiency and effectiveness of their processes.

Our project manager training programs provide progressively advanced training over time as people grow in their roles. Training modules cover project quality, quality assurance, quality control, and project controls.

Quality control includes QA/QC reviews as well as direct client feedback. Through our Quality Call program, hundreds of senior leaders lead calls with clients to hear about their project experience and review. In 2023, more than 860 calls were made under the quality call program.

3.5

Financial Transparency

Kimley-Horn is remarkably transparent for a privately held company. Monthly reports on financial metrics, project budgets, and employee chargeability are available to employees for the projects they and their team are engaged with. Our CEO reports company status quarterly to all staff in a Town Hall meeting where anyone can ask any question. In addition, all owners have access to monthly income statements and additional information about the shareholdings of each owner.

Our external financial statements are shared with the BOD and all employees annually. Our external Certified Public Accounting firm reports directly to our Board (generally each August), and our Chief Financial Officer provides an accounting update annually.

We are financially strong, and we are committed to our continued financial health. In addition to a healthy balance sheet, Kimley-Horn has an untapped \$100+ million line of credit available for short-term cash flow needs. The company's cash flow continues to be quite strong. We maintain a disciplined focus on business fundamentals, operate the firm conservatively, and our internal controls and business standards are designed to keep our foundation sound.

3.6

Information Security

The firm maintains a robust information security policy and process, governing information access, data storage, retention, and destruction. All employees must complete regular cybersecurity awareness training, covering topics including password security, phishing, insider threat, physical security, and incident response.

Our processes comply with all applicable state, federal, and international laws and regulations.

We have had no breaches that impact customer data.

3.7

Political Neutrality

Kimley-Horn prides itself on providing exceptional client service to all our clients, irrespective of politics. We prohibit the payment of bribes and do not make corporate political contributions. We instruct our staff to avoid business-related situations that could be construed as politically motivated. We do not have a Political Action Committee, and we endeavor not to take a stand on issues that we view as purely or largely driven by politics. This neutrality allows us to keep our focus on our communities, our clients, and our employees.



3.8

Safety

3.8.1

Training

Kimley-Horn has a comprehensive safety training program and regular safety meetings. An experienced safety manager leads this program.

3.8.2

Average Days to Investigate a Report

We require incidents to be reported within 24 hours. If there are any items requiring immediate attention, those will be promptly addressed. We do not track how many days it takes to close a report, as we have very few incidents.

3.8.3

Recordable Incident Rate

The Recordable Incident Rate is a safety assessment based on rates of incidents. It reflects the number of recordable injuries per 100 full-time workers during a one-year period.

0.14

3.8.4

EMR Rating

The Experience Modification Rating (EMR) is used to estimate the future probability of additional claim costs based on costs of past worker's compensation claims.

0.46

3.8.5

DART Rating

The Days Away, Restricted or Transferred (DART) rating is an OSHA-mandated measure that helps employers determine the safety of their workplace within a given calendar year.

0.02

3.8.6

Fatalities

Zero

3.8.7

Total Recordable Cases

17

3.9

Governance Policies and Guidance

Kimley-Horn written policies and guidance include but are not limited to:

- Code of Ethics and Business Conduct
- EEO and Affirmative Action Policy
- Anti-Harassment Policy
- Human Trafficking/Anti-Slavery Statement
- Employee Benefits Plans
- Information Security Policy
- Sustainability Statement
- Workplace Violence Policy
- Health, Safety, and Security Policies and Plans
- Business Continuity Plan
- Crisis Response Plan
- Political Engagement Policy