

**Kimley»»Horn**

Expect More. Experience Better.



# Responsibility Report

**2024**

At Kimley-Horn, responsibility is more than a commitment—it is a value driving our business, our people, and the impact we have on the communities we serve. Every day, in every interaction we have, we strive to be stewards of exceptional client service, where talented professionals thrive and deliver solutions that enhance the world around us.

Last year when we published our first Responsibility Report, we said, “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.” This sentiment remains true today. Our approach to responsibility is built on three pillars: delivering meaningful impact; empowering our people; and building for the future. These principles guide how we serve our clients, develop our workforce, and support the communities where we live and work.

**Delivering Meaningful Impact - Stewardship**

The work we do is rooted in making a difference. Whether designing resilient infrastructure, advancing sustainable solutions, or delivering innovative designs, we are committed to providing an enhanced experience and benefits to our clients and the broader community. Our teams take pride in developing solutions that enhance quality of life, improve access to and limit our use of vital resources, and contribute to economic progress.

We recognize that responsible business practices extend beyond the projects we deliver. They are reflected in how we operate—with transparency, accountability, and an unwavering commitment to honest decision-making. As we grow, we remain focused on being a trusted partner and a force for positive change.

**Empowering Our People - Community**

We believe that when our people succeed, our firm succeeds. That’s why we invest in professional development, mentorship, and leadership opportunities enabling every employee to

reach their full potential. We maintain and promote a culture of collaboration—one where all our perspectives drive innovation and where everyone has a voice in shaping our future.

Kimley-Horn thrives on bringing together individuals with unique talents, skills, and experiences to solve complex challenges. By fostering an environment for our people to flourish—one that encourages exceptional client service and a drive for continuous learning—we create opportunities for growth and achievement at every career stage.

**Building for the Future - Responsibility**

Looking ahead, we are dedicated to ensuring our firm remains strong, resilient, and forward-thinking. We continue to embrace new technologies, refine our practices, and adapt to evolving challenges—all while staying true to our core values. By balancing innovation with responsibility, we position ourselves for long-term success while continuing to make a meaningful impact.

Responsibility is not just about meeting expectations—it’s about exceeding them. It’s about fostering a culture of excellence, embracing new opportunities, and delivering solutions that matter. We are proud of what we have accomplished and look forward to continuing this journey together.



*Steven E. Lefton*

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



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# 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.

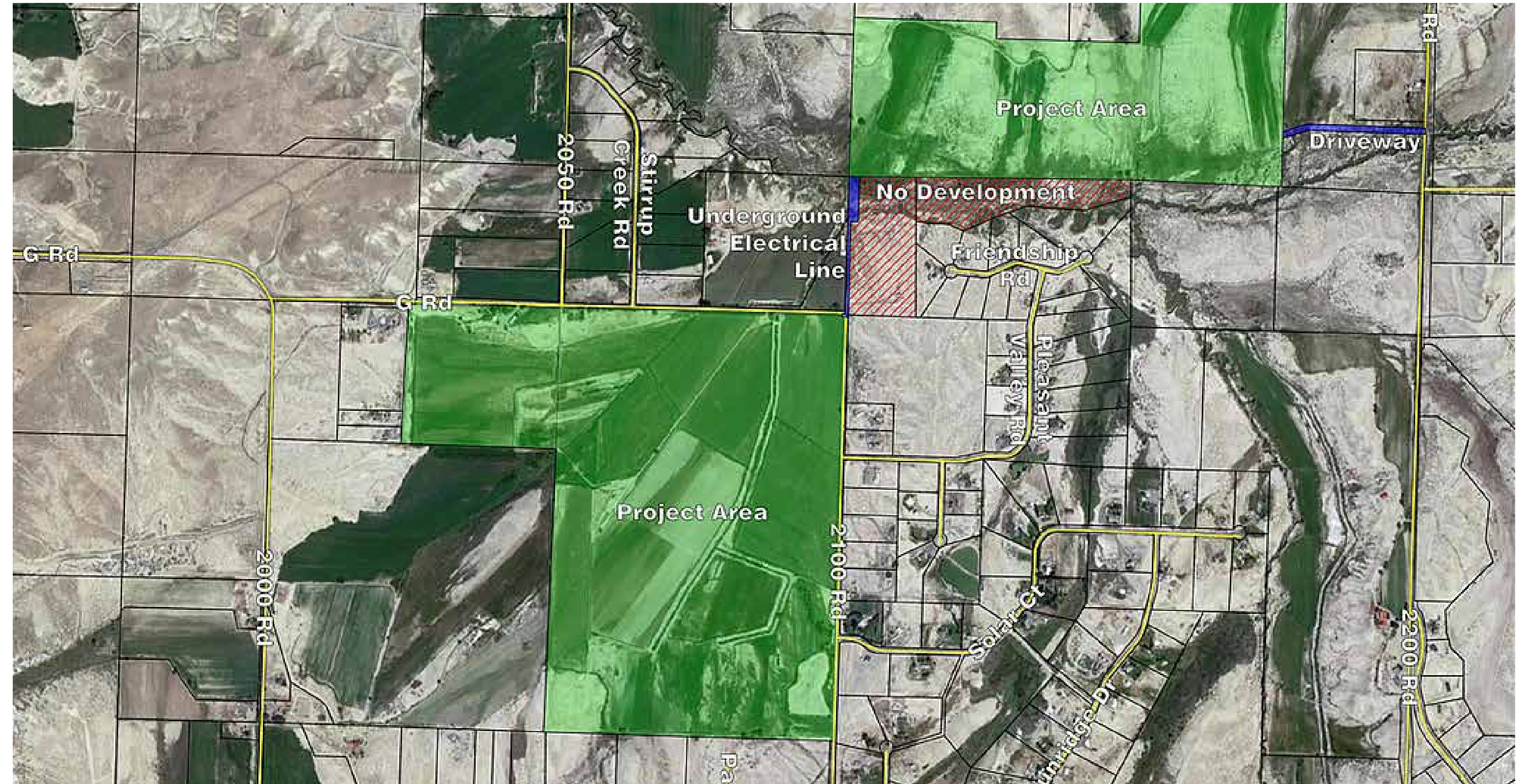
On a macro level, our largest prospects for environmental and community impact come through the work we do for our clients. Client projects, such as those mentioned in this report, provide immense opportunity to make large-scale, positive impacts. On a micro level, our own footprint matters to us from 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.



## Garnet Mesa Solar, Delta County, CO

Pairing renewable energy with sustainable agriculture.

The Garnet Mesa solar project in Delta County, CO is a proposed solar agrivoltaic generating facility, meaning it simultaneously supports solar energy generation and agricultural production. Our team helped with an Agricultural Management Plan that included topsoil analysis, soil amendment recommendations, seeding recommendations for sheep grazing, livestock management, and more. When complete, the facility will produce enough energy for 18,000 average homes per year, while also providing grazing land for approximately 600 sheep.



## Middle Fork Recreation Area, Tennessee

Restoring a natural resource for the community.

Originally a cultivation site, floodplain alterations (e.g., channelization, ditching, timber harvesting) were made to the 850 acres of Middle Fork Recreation Area to support the historic agricultural activities. However, these historic alterations severely degraded the existing floodplain. Kimley-Horn led a stream and floodplain restoration project that includes more than 20,000 feet of restored stream and 400 acres of wetland habitat. The project also includes the addition of recreational opportunities, including hiking and biking 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. The restoration project became an official state park in Summer 2024.

## 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.



## Populus Hotel, Denver, CO

America's first carbon-positive hotel.

The Populus Hotel is the first carbon-positive hotel in the country, meaning it will remove more carbon dioxide from the air than it emits. The hotel, despite its location on a busy downtown street, has trees surrounding the site with structural soil cells. The hotel, in partnership with One Tree Planted and the US Forest Services, has planted more than 70,000 trees over 170 acres instead of purchasing carbon credits. It is estimated that this "mini forest" can store 305 tons of carbon, which is the equivalent of allowing 876,960 people to breathe for an entire day. Many of the hotel's interior and exterior features were created using recycled and eco-friendly materials, such as using reclaimed wood for interior design in the lobby. In keeping with their carbon-positive mentality, the hotel opted not to include a parking garage, as the concrete used to build a parking garage would release more carbon. Instead, hotel guests are encouraged to use alternative transportation modes like public transit. Kimley-Horn won an ACEC Honor Award for the project for which we provided site civil design and landscape architecture services.





## Stewart Creek Greenway, Stream Restoration, and Regional Wetland, Charlotte, NC

Improving recreation and nature to enhance quality of life, resiliency, and ecosystem functions.

As part of a county-wide effort to increase water quality, a 3.5-mile section of Stewart Creek was identified as needing improvements. Stewart Creek is within a highly urbanized area of Charlotte and bisects several historically significant African-American and racially integrated neighborhoods. The stream is highly degraded and actively eroding, which has led to poor water quality, lack of a vegetated buffer, and failure of nearby infrastructure. This project allowed for reconnection of the floodplain, and also reconnected residents to nature in their own backyards and community greenways.



## Mercedes Benz Charging Hub Building, Sandy Springs, 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 civil engineering and landscape architecture services for a confidential 800,000-square foot net-zero and carbon-positive campus, scheduled to be completed by early 2025. The building will generate more electricity than it consumes on an annual basis through rooftop solar panels, EV charging stations, and native plants that minimize water requirements. The buildings, 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. The team maximized sustainability by making the site pedestrian-friendly, encouraging walking to areas on campus instead of driving to them. The campus is targeting for LEED Platinum environmental certification.

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.



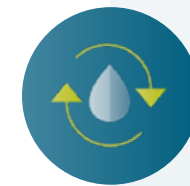
## Power/Energy

- Energy optimization, efficiency, and retrofit consulting
- Net-zero strategies
- Energy audits
- 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
- Sustainable site design



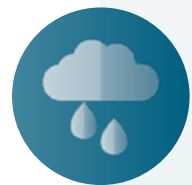
## Water

- 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
- Response and evacuation planning



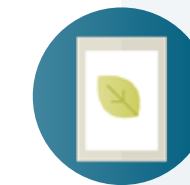
## Circular Economy/Materials

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



## Community Engagement

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



## Reporting and Commissioning

- Commissioning and retro-commissioning
- Benchmarking
- Scope 1, 2, and 3
- LEED
- SITES
- Envision
- WELL Building
- Fitwel
- Energy Star
- California Senate Bill 219

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.



## 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.



These professions address sustainability in portions of their codes of ethics:

- Engineers are encouraged to adhere to the principles of sustainable development in order to protect the environment for future generations. (NSPE<sup>1</sup>)
- 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)
- Advocate for environmental protection, conservation, and restoration. (ASLA<sup>2</sup>)
- Ensure our environmental interventions enable future generations to experience a healthy environment, social wellbeing, and economic prosperity. (ASLA)
- Promote excellence in design. Conserve and preserve the integrity and heritage of the natural and built environment. Use principles of sustainability and resilience as guiding influences in our work. (AICP<sup>3</sup>)

<sup>1</sup> NSPE: NATIONAL SOCIETY OF PROFESSIONAL ENGINEERS

<sup>2</sup> ASLA: AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

<sup>3</sup> AICP: 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

## Responsibility

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 140+ 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 a.m. and p.m. peak travel.



1.5.2

# Our Information Technology (IT)

Kimley-Horn's IT initiatives continue to evolve to support the firm's stewardship and sustainability goals. By leveraging cloud computing, virtualization, and asset management, IT helps reduce Kimley-Horn's overall environmental impact while supporting business growth and operational efficiency.



Since implementing strong asset management processes, such as asset recycling and remarketing, in 2024, Kimley-Horn has avoided over 20 metric tons of CO2e, and has successfully diverted over 40,000 pounds of waste from landfills.

In general, increased cloud computing eliminates the need for extensive on-site hardware, cutting energy use by up to 87% compared to traditional data centers, while virtualization consolidates multiple virtual machines onto fewer physical servers, optimizing resource utilization and further reducing waste.



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 vendor information request is included on the right.

## 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?

## 1.7 Environmental and Sustainability Management

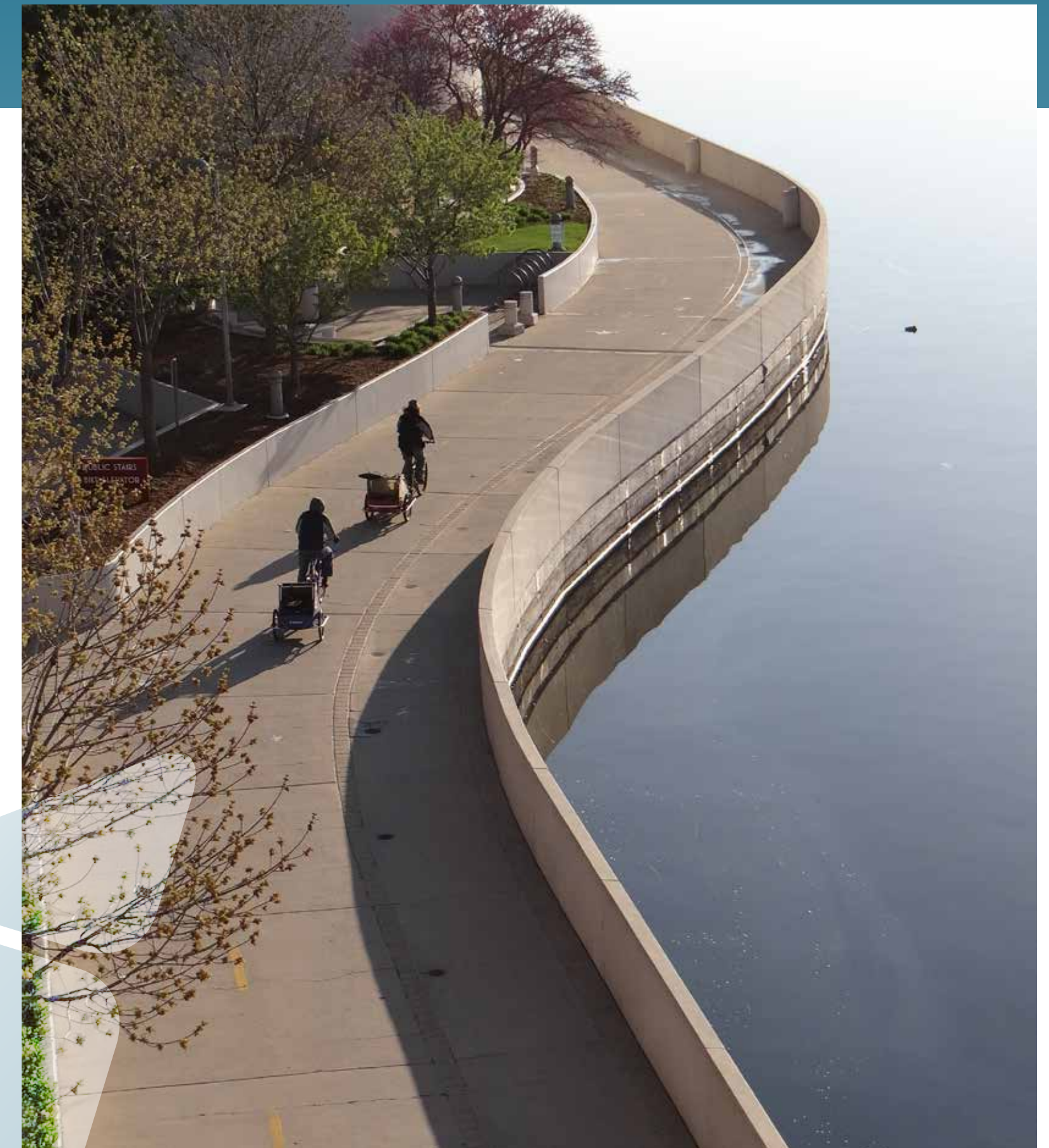
Our approach to environmental and sustainability management is centered around our core value of providing exceptional client service.

Environmental and sustainability management begins with grassroots efforts at all levels to ensure that the firm's impact meets the current and future needs of our employees, clients, and communities. Firm leadership and our Board of Directors are involved in these efforts and continue to make investments in our operations to ensure alignment with our environmental management program. We seek to continuously improve our environmental management program, including ensuring it aligns with any applicable laws and regulations or frameworks. Although California Senate Bill (SB) 253, Climate Corporate Data Accountability Act, and SB 261, Greenhouse gases: climate-related financial risk (and as amended by SB 219) are not yet in effect, we have proactively structured our environmental and sustainability management program to position ourselves to comply in the future. Additionally, while our environmental management program has not yet received certification, we have incorporated elements of ISO 14001 in its design.

The most significant impact of our environmental and sustainability management program comes from our client services. Our practice teams are focused on identifying and responding to client needs. To support our practice teams, we have established the Sustainability in Practice Leadership team to support these practice teams and to continuously evaluate the services in the areas of sustainability and resiliency to ensure we are meeting the current and future needs of our clients.

Other grassroots efforts include, but are not limited to:

- Establishing Office Green Teams to provide a more focused impact at the office level and continuing to focus on increasing the number of these Office Green Teams across the firm.
- Appointing sustainability champions in each region to help implement our sustainability efforts alongside our 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 2024 using the U.S. Environmental Protection Agency's (EPA) GHG emission calculator tool that is based on the 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 2024, we used 8,477 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 102 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 730 metric tons of CO2 equivalents or 0.09 MTCO2e per employee.**

Our Scope 1 emissions decreased overall and decreased by approximately 10% on a per employee basis in 2024 compared to 2023 (0.10). This decrease was driven by changes in our fleet vehicle policies.

## 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 140+ 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 13,654 metric tons of CO2 equivalents or 1.61 MTCO2e per employee.**

Our Scope 2 emissions have increased year-over-year (up from 1.45 per employee) due to planned growth resulting in us leasing approximately 264,000 square feet of space in order to be a part of the communities that we service. Although this has increased, we can demonstrate a reduction in our square feet per person of our occupied space from 230 to 200. We continue to search for opportunities to right-size our offices in order to ensure efficient use of the space, while also allowing us to be directly part of the communities that we serve.

<b>SCOPE 1 = 730 MTCO<sub>2</sub>e</b> (0.09/employee)	<b>SCOPE 2 = 13,654 MTCO<sub>2</sub>e</b> (1.61/employee)
102 VEHICLES 1.7M MILES TRAVELED	140 OFFICES 2.6M FT <sup>2</sup> LEASED SPACE 8,477 EMPLOYEES

## Scope 3 Emissions

In future reports, we may add other emissions data including some or all of Scope 3 emissions. 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. 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, environmental 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 International Financial Reporting Standards (IFRS) International Sustainability Standards Board (ISSB), who took over responsibility for monitoring TFCO climate-related disclosures, and other similar Federal or State (i.e. CA SB 219 (amends SB 253 & 261)) reporting requirements that may be required and are material to our operations.

# 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 from a variety of 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



## Veterans Memorial Park and Rain Garden

Kimley-Horn provided planning and design services in association with the development of a rain garden at Veterans Memorial Park in Cape Canaveral, FL. This new rain garden, also known as a bioswale, is able to hold more stormwater runoff and have better nutrient treatment capabilities due to its enlarged size and diversification of Florida-native and Florida-friendly plants throughout compared to what the existing dry retention pond could hold. Now, the rain garden can contain upwards of 150,000 gallons of stormwater runoff while containing nearly a thousand new plants across about a dozen species. Rocks were also added for soil stabilization and erosion control. Staff believes this project could not only serve the community with the tangible benefits of flood mitigation and nutrient reductions, but also serve as a pilot program that can allow for proper LID-based training and best management practices relating to “green infrastructure”. This rain garden concept can be scaled and replicated at other stormwater-critical and vulnerable areas of the City and within the Presidential Streets, following in line with recommendations set forth within the Presidential Streets Master Plan.



## Massey Park Playground

One of the largest regional parks in Gainesville, FL, the Albert “Ray” Massey Park and its associated playground are beloved destinations for children and parents alike. However, the playground’s equipment was beginning to age, and the City saw an opportunity to upgrade to a much-needed boundless play environment. They wanted to create a space that would engage children of any ability, including those facing physical, cognitive, or developmental challenges as well as neurodivergent children. The completed Massey Park Playground offers an environment where children of all abilities can interact safely with each other and with site elements. This project reinforces the value and impact of inclusive design and thoughtful consideration of others—from community engagement to theme brainstorming all the way through final design.

2.3

# Kimley-Horn at a Glance

As our CEO affirms, Kimley-Horn is fiercely committed to our core purpose of providing an environment for our people to flourish. This commitment is reflected in the many types of variety in our firm, enabling us to better serve our clients.

### 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

### Services

- Asset Management
- Aviation
- Entertainment Development
- Environmental
- Forensics
- Healthcare Development
- Industrial Development
- Institutional Development
- Integrated Water
- Landscape Architecture
- Mechanical, Electrical, and Plumbing
- Mixed-Use Development
- Parking
- Power Delivery
- Residential Development
- Retail Development
- Roadway and Bridge Structures
- Survey
- Technology
- Telecom
- Transit
- Transportation
- Vertical Structures
- Zero-Emission Vehicles

### Age

25 and under	26-34
<b>27%</b>	<b>40%</b>
35-44	45-54
<b>17%</b>	<b>10%</b>
55+	
<b>6%</b>	

### Tenure

<5 years	5-10 years
<b>68%</b>	<b>21%</b>
11-15 years	20+ years
<b>7%</b>	<b>4%</b>

More than  
**27**  
languages spoken

### Disability Status

Has a disability	Not disabled
<b>7%</b>	<b>86%</b>
Decline to answer	
<b>7%</b>	

### Veteran Status

Veteran	Non-Veteran
<b>2%</b>	<b>96%</b>
Decline to answer	
<b>2%</b>	

# offices/geographic diversity  
**140+**

2.4

# Employee Resource Groups Build Engagement in the Workplace

Employee Resource Groups (ERGs) at Kimley-Horn are employee-driven and provide a sense of belonging. Our existing ERGs are represented in the logos below.





Kimley-Horn's Diversity & Inclusion (D&I) Committee supports the firm's ERGs, helps with recruiting efforts, and partners with regional and office leadership to represent our commitment to providing an environment for our people to flourish. Hear from the D&I Committee in the following quotes.

**Jeff D.**  
RALEIGH

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

**Dylan A.**  
RICHARDSON

*"We are here to provide an environment for our people to flourish, and that starts with allowing every individual to be their complete, unique, and best self."*

**Gabrielle A.**  
MESA

*"I am passionate about D&I because everyone deserves to be heard."*

**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."*





**Kodi B.**  
VIRGINIA BEACH

*“Everyone should be celebrated for their individuality, and the first step to do that is to know what makes each person so great.”*

**Roger G.**  
HOUSTON

*“I have been lucky to be a part of different communities where diversity has existed at many levels. Seeing these communities firsthand has shown me what can be achieved when diversity is supported.”*



**Michael M.**  
SAN DIEGO

*“When you can fully express your true self in any situation, it enriches the experience for everyone. Our diverse backgrounds and viewpoints allow us to share, understand, and celebrate our differences.”*

**Rafael M.**  
ALPHARETTA

*“There is never too small an effort that goes unnoticed. We start with ourselves and our team, and it will quickly spread outwards.”*

**Nick C.**  
SEATTLE

*“Listening, understanding, and responding to everyone that we encounter is vital to producing a plan that truly attempts to represent a community.”*

**Mike R.**  
COLUMBUS

*“I encourage everyone to be proactive in supporting and growing the dialogue around diversity and inclusion. Seek a trusted partner and start conversations.”*

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

## STEM Student Support

Employees across the firm are actively involved in exposing the next generation to STEM (science, technology, engineering, and mathematics) programs. Activities include tutoring at STEM-focused schools like 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. In addition to tutoring, Kimley-Horn helps ScholarShot mentees prepare, search, and interview for internships.



2.5.2

## 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 HR topics.
- Mid-Level Advisory Committee that provides guidance to President/CEO and other leaders on important topics that impact culture and retention.

2.5.3

## Developing Our Talent Base

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, as well as to veterans.

2.6

# Engaging with Our Internal and Client Stakeholders



2.6.1

## 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.

2.6.2

## 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 93% of our responding employees rate Kimley-Horn as a great place to work in our most recent survey.

We take immense pride in this affirmation that people at Kimley-Horn are treated well.

Statements on our employee survey include:

- People here are treated fairly regardless of their age.
- We have special and unique benefits here.
- I am offered training or development to further myself professionally.
- People celebrate special events around here.
- People care about each other here.
- I am treated as a full member here regardless of my position.
- Everyone has an opportunity to get special recognition.



2.6.3

## Annual Owner Meeting/Engagement

As a privately-owned firm with more than 900 employee owners, 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.



2.6.4

## 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 (nearly 1,000) 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.

2.7

# 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 2.6.2 has resulted in Kimley-Horn being listed among *Fortune's Magazine's* 100 Best Companies to Work For 17 times.



- *Fortune's Magazine* 100 Best Companies to Work For
- *Fortune's Magazine* Best Workplaces for Millennials
- *Fortune's Magazine* Best Workplaces Consulting and Professional Services
- LinkedIn Top Companies to Grow Your Career
- CREW Catalyst Award



2.8

# Supporting Our People



2.8.1

## 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. In 2024, we had:

- 123 internal classes conducted per year for 4,800 participants
- 338,950 cumulative training hours for technical and professional development
- 5,400+ training hours for supervisors
- >900 employee-leader instructors
- 9,000 individuals reached through MyKHampus
- >37 annual training hours per participant
- Avg \$668/training expenditure per employee

2.8.2

## 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.

2.8.3

## 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/CliftonStrengths, 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

2.8.4

# Competitive 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 performance-based bonuses, retirement contributions, and benefits. We are well known for having one of the top retirement plans in the country.

## Health Benefits

- Robust medical, vision, and dental benefits with zero premium option for employees and covering an average of 91% of dependent costs
- Low-cost text-based primary care
- External Advocate service
- Access to voluntary benefits including critical illness, accident insurance, and hospital indemnity

## Family Benefits

- Eldercare resources
- Childcare resources
- Parental leave
- Child and eldercare search services
- Family building benefits including fertility, adoption, and surrogacy

## Wellness Benefits

- Employee assistance programs
- Travel benefits if needed for covered service or procedure
- Flexible schedule options
- Compressed work weeks

## 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. In 2024, our staff gave more than \$1.7M in awards.

## Financial Security

- Retirement plan with two-for-one 401(k) match (on up to 4% of salary + bonus), plus an additional profit-sharing contribution
- Life insurance
- Disability coverage (short- and long-term)
- Student loan repayment option counts as 401(k) contribution for company match
- Tuition reimbursement
- No-cost financial advice

## Pay Equity

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





2.9

# 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.

Community

Responsibility

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 2024, the Foundation provided more than \$1.39M in assistance to not-for-profit organizations in which our employees are involved.

2.9.1

# 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.



## Roll for a Reason

In late 2024, the Kimley-Horn Foundation donated over \$1 million through an exciting dice roll competition played amongst employees from across the firm. Each employee was given the opportunity to allocate a \$75 donation to Habitat for Humanity, Feeding America, or Ronald McDonald House Charities. The top 16 players in each of the 10 regions competed further to win donations for their chosen charities with amounts ranging from \$500 to \$100,000. In total, these top players received a sum of \$445,000 for their selected charities, contributing to the foundation's overall donation of more than \$1 million.



## 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 The Coastal Stewards in Florida, Tinker's Creek Watershed Partners in Ohio, and Indianapolis Cultural Trail in Indiana received grant funding from the Kimley-Horn Foundation thanks to time employees spent volunteering.

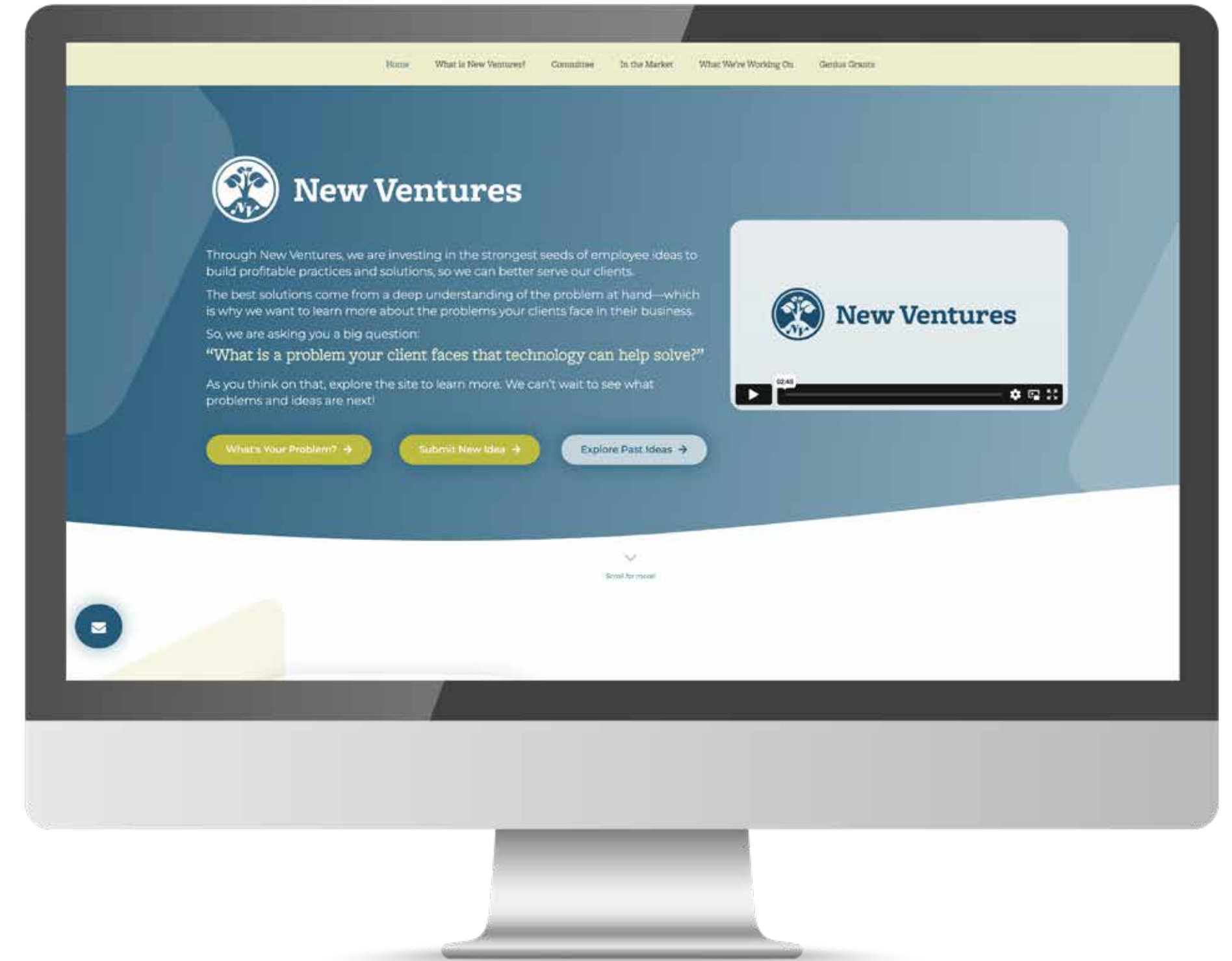


2.10

# Innovation Ecosystem

Kimley-Horn’s *New Ventures* initiative draws from the best ideas from 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 900 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
- New Entity
- 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-based bonuses. Virtually every full-time employee receives a performance-based 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 in 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 2024, more than 927 calls were made under the quality call program.

3.5

## Financial Transparency

Kimley-Horn is remarkably transparent for an employee-owned 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 owners annually. We also give monthly financial updates in our business owners newsletter. 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 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

## Compliance & Security

Kimley-Horn maintains a strong focus on information security and data compliance practices. These practices encompass a range of strategies and protocols designed to protect sensitive data, maintain regulatory compliance, and safeguard against cyber threats.

The firm implements robust security measures such as encryption, access controls, and regular risk assessments to ensure the confidentiality, integrity, and availability of their data assets.

By establishing comprehensive policies, conducting employee training, and leveraging advanced technologies, Kimley-Horn aims to create a secure environment that protects both firm and client data, and continues to build trust in the Kimley-Horn name.

Kimley-Horn has attained:

- Cybersecurity Maturity Model Certification (CMMC) – Level 2. Kimley-Horn is an early adopter of the U.S. DoD cybersecurity requirements.
- SOC 2 Type II Report – IT Infrastructure Supporting Software Group.
- TX-RAMP – Level 2 for Traction Priority.

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.*

**0.26**

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.*

**0.35**

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.*

**0.09**

3.8.6

## Fatalities

**Zero**

3.8.7

## Total Recordable Cases

**22**

3.9

# Governance Policies and Guidance

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

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