



The Kleinfelder Experience

This is the company I work for!



Funding our Purpose

AT KLEINFELDER, our purpose is to connect great people to the best work. Through our Strategic Direction 2020, we will achieve this with greater ***focus, reach, and alignment*** of our business. We are seeking consistent annual double-digit percentage profit and growth by FY2020, in order to continue funding our purpose. This book is intended to share The Kleinfelder Experience—the platform from which we operate, individually and as one company, to flawlessly serve our clients, our communities, and each other. The employee testimonials remind us of who we are, what we stand for, how we deliver, and why we come to work each day, ultimately enabling us to achieve our Strategic Direction 2020.

Yes, this is the company you work for!

This is the company I work for.



2020

Strategic Direction

Focus • Reach • Alignment

Double-Digit Profit • Double-Digit Growth

*At Kleinfelder, our purpose is to connect
great people to the best work.*

Here's How
We'll Get
There Together

OUR STRATEGIES

Profit and growth will continue to fuel our business and fund our purpose as we work over the next five years toward our Strategic Direction 2020. Beginning with FY16, we have put into place the following key enabling strategies that ensure we are collectively driving towards the same business outcomes.

Focus

Simplify On What and How We Do Business

- Invest in selected growth markets and clients
- Acquire to accelerate growth and meet the demands of our clients

We will win clients' preference through a focused, differentiated value proposition. Simplifying our business makes it easier to do our work and strengthens The Kleinfelder Experience for our people, our clients, and our communities.

Reach

Globally and Locally Serve Our Clients' Needs

- Follow the best clients
- Extend the enterprise with partners and alliances

We will deliver for our clients where needed, extending our reach. We will build sufficient in-country resources to serve our clients where they have significant local needs.

Alignment

Move Forward Together

- Align employees and clients with what we are building
- The Kleinfelder Experience reflects the objectives we seek to obtain

The skills, style, and shared values of the team we build and the expectations of the business opportunities we pursue will be in sync with our purpose. We can only grow smartly if we do it in alignment.



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Industry Leadership

[UNIQUE PROJECTS] "When I came to Kleinfelder, there wasn't much talk of climate change impact assessment services. Today, I'm helping to lead this very important and growing service line. You even hear about it in the halls and read about climate change leadership in the industry news. This is just one example of Kleinfelder's ability to deliver unique projects that create value for our clients, while establishing ourselves as industry thought leaders."



Indrani Ghosh
Water Resources Engineer
Cambridge, MA
5 Years with Kleinfelder

[KNOWLEDGE SHARING] “I rely on the expertise of my colleagues all around the world. Kleinfelder has a reputation for thought leadership and industry insight, and I get access to it every day.”



Jeremy Newstead
Environmental Engineer
Melbourne, Australia
3.5 Years with Kleinfelder

[INNOVATIVE SOLUTIONS] “Kleinfelder has a very strong reputation for innovation. You see this on many of our remediation projects around the country, where traditional approaches do not work, and we have to come up with alternative solutions in order to meet client requirements. We actually patented and implemented a unique remediation process that continues to gain interest with multiple clients. Being able to develop real, differentiating solutions that we can deliver to the market is very rewarding on a personal and professional level.”



Ted Tyler
Environmental Engineer
Tempe, AZ
13 Years with Kleinfelder

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[CREATING CHANGE] *"I have found the recipe for success at Kleinfelder. First, have the will to try something new. Second, have the desire to learn and, through experience, become an expert. And third, have the stamina to achieve success."*



Don Adams
Geotechnical Engineer
Pleasanton, CA
8 Years with Kleinfelder



[TOGETHERNESS] “I didn’t know anyone when I moved to Sacramento by myself, but my co-workers immediately made me feel part of the family. Today, I have a close-knit network of colleagues and mentors I depend on daily for success.”



Meredith Beswick
Geological Engineer
Sacramento, CA
6 Years with Kleinfelder

[SHARED SUCCESS] “The collaboration between Kleinfelder and Simon Wong Engineering has led to many new opportunities and ‘out-of-the-box’ creativity. Our combined marketing team has been successful in supporting key wins with a variety of clients, creating innovative campaigns, and continuing to build our brand and capabilities—all while having fun doing it.”



Hailey Malone
Graphic Designer
San Diego, CA
1 Year with Kleinfelder

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[GLOBAL RESOURCES] “The ability to leverage the knowledge and capabilities of my counterparts around the world has put Kleinfelder at the forefront of our industry here in Australia. The collaboration and diverse expertise across our technical network is definitely driving growth and value with our clients.”



Rhonda Hastie
Environmental Engineer
Adelaide, Australia
4 Years with Kleinfelder

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[SUPPORT] “From our daily team meetings and ongoing project collaboration to the sharing of knowledge and expertise, we have a very supportive work environment that encourages innovative solutions.”



Corey Stone
User Experience Specialist
Lenexa, KS
1.5 Years with Kleinfelder



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[TRUST] "The nature of our business requires trust with clients, with partners, and certainly with each other. I attribute much of our company's success to the trust we place in our people to do their jobs, to grow and develop, and to always do the right thing."



Kate Cruser
Account Business Manager
Hamilton, NJ
14 Years with Kleinfelder

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[HONESTY] "Kleinfelder does a good job helping employees embrace change. Leadership is up front about our company's strategies, goals, and direction, and I appreciate the level of information delivered to employees. Our Write to Know and executive communication forums, in particular, provide some great opportunities for open dialogue and direct answers to issues we face."



Berkley Myers
Senior GIS Analyst
Hanover, MD
10 Years with Kleinfelder

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[OPEN COMMUNICATION] "Our leaders are very accessible, and I feel lucky to be on a first-name basis with several of them. I've had wonderful conversations on various topics—including how to be a great consultant—that have been invaluable in developing my career."



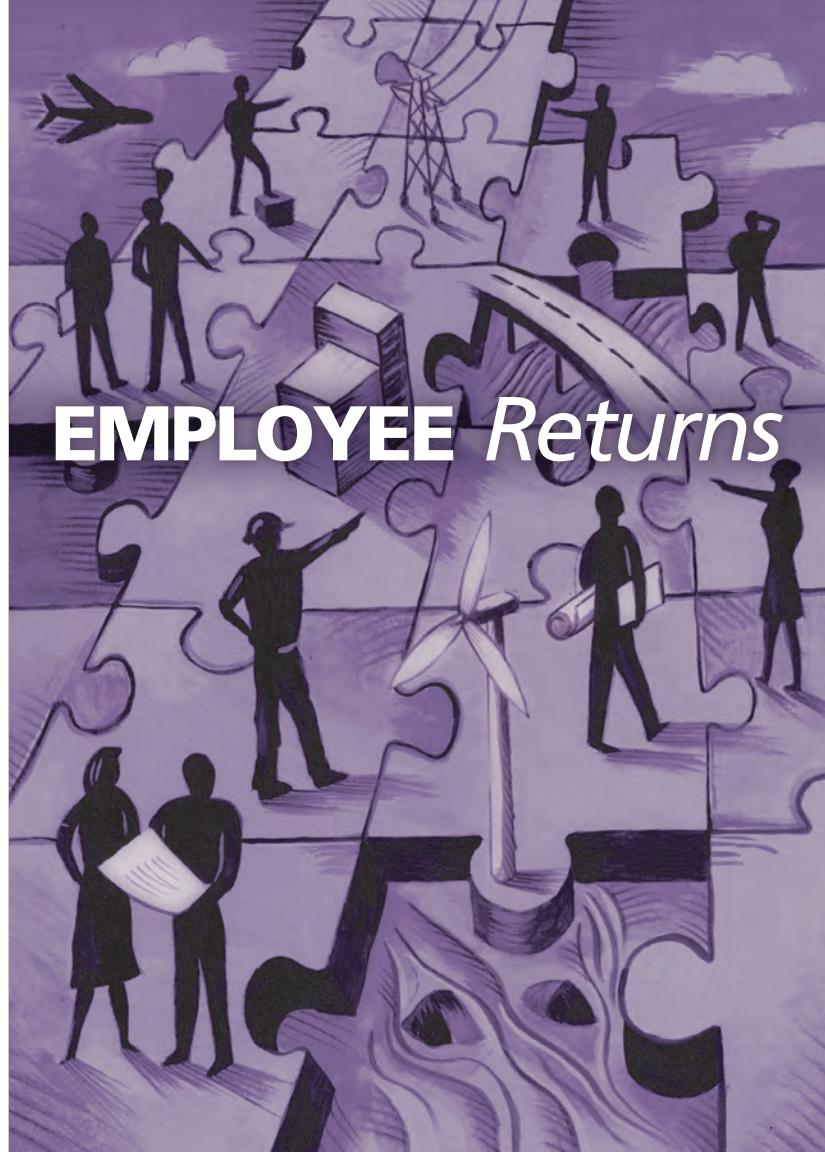
Kate Willis
Architectural Historian
Augusta, ME
4.25 Years with Kleinfelder

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[INFORMED] "As a remote, part-time employee, it's particularly important that I feel connected to people and projects across the company. Kleinfelder communicates better than any other firm I've worked for, ensuring I have the information needed to perform my job."



Gil Long
Environmental Engineer
Tampa, FL
3 Years with Kleinfelder



[MEANINGFUL WORK] *"I'm inspired each day by what I do and what I see others doing. Years down the road, I will look back and remember many projects as having a great impact on my career and community."*



Lise Muco
Civil Engineer
San Diego, CA
7 Years with Kleinfelder

[CONNECTIONS] *"The integration between Hood Group and Kleinfelder has brought much excitement. We continue to develop new relationships each day, and I'm excited about leveraging these new connections to offer our clients more services. There is great opportunity to accelerate business growth and career development, as well."*



Lawrence Chan
Manager of Engineering Operations
Edmonton, Canada
3 Years with Kleinfelder

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[VALUE] "I have the opportunity to work on so many different things, from providing office support to assisting with client projects to coordinating fundraising activities. The ability to take on extra roles across multiple Kleinfelder offices not only keeps my job interesting, but also makes me feel my contributions are valued."



Barbara Witham
Regional Office Coordinator
Manchester, NH
7 Years with Kleinfelder

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[STABILITY] "They say 'Life is a highway,' and so is working at Kleinfelder. I'm living proof that Kleinfelder offers a long-term journey when it comes to career growth. It's been a heck of a ride with lots of opportunity and reward."



Jeremy Larsen
Senior Project Manager
Ontario, CA
20 Years with Kleinfelder



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[CHALLENGING] *"The project managers I work with, as well as my supervisor, are always presenting new opportunities and encouraging me to take on new projects. While the work is challenging—and sometimes intimidating at first—these opportunities help develop the foundation of experience I was looking for when I started working with Kleinfelder."*



Bradley Nielsen
Geological Engineer
Dallas, TX
4 Years with Kleinfelder

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[NEW OPPORTUNITIES] “At Kleinfelder, there’s so much opportunity and encouragement to pursue work I’m interested in, and I can always find ways to become part of a project team.”



Eric Backlund
Geotechnical Engineer
Exton, PA
6 Years with Kleinfelder

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[ENTREPRENEURISM] “I had this awesome idea to combine my passion for racing cars with a Kleinfelder marketing event, offering ‘ride-alongs’ to potential clients. The company let me run with this, and it resulted in a new business lead. Kleinfelder encourages fresh ideas, and whether we pursue them or not, I know my thoughts are valued and respected.”



Amanda Cowles
Business Development Coordinator
Charlotte, NC
10 Years with Kleinfelder

[FUN] "Is Kleinfelder a fun place to work? If you like seeing some of the smartest people in the industry solve almost impossible client challenges...or you love to represent the company and share great news to the outside world...or you enjoy working with an amazingly creative team to promote our company and people...then yes, it is a very fun place to work."



Allyson Greazel
Press and Media Relations Manager
Portland, OR
5 Years with Kleinfelder

Kleinfelder is an engineering, science, and architecture consulting company providing solutions to meet our world's complex infrastructure and natural resource challenges.

Our purpose is to connect great people to the best work.

We will always:

- Deliver the right solutions to our clients, every time, as one team
- Control our destiny by running a sustainable, financially sound business
- Be honest, fair, and personally accountable to our clients and each other
- Take care of one another, safely delivering high-quality services
- Have fun and build lasting friendships with one another and our clients
- Advocate environmentally and socially considerate decisions for our clients, our company, and our communities

We will build lifelong relationships with highly valued clients and with business partners who share our core beliefs.

Kleinfelder clients:

- Are financially healthy and treat us with respect
- Have substantial and long-term opportunities
- Support a fair return for our services without undue risk

To our clients and business partners, we pledge to always:

- Understand their business and markets and their needs
- Treat their challenges with urgency and respect
- Work relentlessly to meet and exceed their expectations

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NOTES

At Kleinfelder, our purpose is to connect great people to the best work.

Great People

A team of bright, curious, and innovative problem solvers, dedicated to doing the right thing, every day on every project. We are working together to give our best selves—and to make a difference.

Best Work

The work that drives passion in our people. This includes the projects that challenge us to deliver creative and practical solutions for our clients, our communities, and each other.

The Kleinfelder Experience

At Kleinfelder, our purpose is to connect great people to the best work.

We offer our employees, clients, and communities a unique combination of industry leadership, teamwork, transparency, employee returns, and adventure.

Our platform, as experienced by employees, clients, and communities, may be described as:

	OUR EMPLOYEES	OUR CLIENTS	OUR COMMUNITIES
INDUSTRY LEADERSHIP	Pushing the innovative envelope, creators of change, unique, varied, and interesting projects	Innovative solutions, best value, lower risk, a business partner	Community solutions, stakeholder involvement, balance, quality, pride, knowledge, sustainability
TEAMWORK	Tribe, mentorship, growth, opportunity, variety, foundation	Exceptional delivery, bright/right people, local knowledge, global execution, speed, seamless teams	Noble purpose, partners, peer groups, knowledge sharing
TRANSPARENCY	Trust, openness, candor, context, understanding, relevance, belonging, security, pride	Trust, continuity, predictable, commitment, ethics, informed	Trust, information, knowledge, involvement, ethics
EMPLOYEE RETURNS	Meaningful work, personal and professional return, emotional connection, valued, stability, continuity	Committed, confident relationships, continuity, quality, safety, shared success	Employee support, active citizens, jobs, taxes, volunteerism
ADVENTURE	Exciting, learning, fun, new horizons, good risk, great careers	Committed and inspired people, passion for innovation, shared risk, better solutions and outcomes	Inspiring, setting the bar, trendsetters, sharing proactively



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