

FY 2024

CORPORATE SOCIAL RESPONSIBILITY REPORT



OUR SHARED RESPONSIBILITY

A MESSAGE FROM KLEINFELDER PRESIDENT & CEO, LOUIS ARMSTRONG

At Kleinfelder, we recognize that our collective success is built on a foundation of environmental stewardship, social responsibility, and strong governance. Through our Environmental, Social, and Governance (ESG) Program, we uphold our commitment to sustainability, ethical business practices, and the well-being of our employees and communities.

As we reflect on our achievements in FY24, we reaffirm our dedication to shaping a better future—one that balances business objectives with responsible practices and meaningful impact.

Sustainability remains a core priority across our operations and service delivery. In FY24, we took measurable steps to further define our environmental footprint while helping clients advance their own sustainability goals. Through emissions reduction, waste minimization, and innovative project solutions, we continue to create lasting value for both our clients and the planet. Our commitment to transparency and accountability is demonstrated through industry-leading ESG reporting platforms, earning us recognition such as the EcoVadis Committed Badge and a “Leader” score in Avetta’s ESG Self-Evaluation.

Beyond environmental responsibility, our success is driven by our people. We foster a workplace culture rooted in safety, collaboration, and professional growth. In FY24, we strengthened our health and safety initiatives, expanded professional development opportunities, and deepened our investment in employee well-being. Through mentorship programs, supplier engagement, and industry partnerships like Society of Women Engineers, we continue to champion professional growth within the AEC industry. These efforts were recognized with industry awards, underscoring our leadership in fostering a strong and engaged workforce.

Sound governance is essential to our long-term, continued sustainability. In FY24, we updated our Code of Business Ethics, strengthened cybersecurity protections, fortified IT infrastructure and systems, and enhanced our risk management procedures and policies to safeguard our operations. These measures, guided by executive leadership, reinforce our commitment to maintaining the highest standards of integrity, transparency, and accountability.



The impact we make is reflected not only in our accomplishments, but also in the manner in which we achieve them. A commitment to shared responsibility, integrity, and purpose enables us to build a more sustainable, ethical, and resilient future.

—Louis Armstrong,
President & CEO

As we look ahead, our responsibility remains clear: to lead with purpose, uphold our values, and drive meaningful change. We are proud of the progress we have made, but we recognize that sustainability is an ongoing journey—one that requires the collective effort of our employees, clients, and partners. Together, we will continue to build a stronger, more responsible Kleinfelder for the future.

Respectfully,
Louis Armstrong,
President & CEO

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ENVIRONMENTAL

SHAPING A SUSTAINABLE FUTURE

Kleinfelder is committed to environmental responsibility across all aspects of our operations and service delivery. Through a comprehensive Environmental, Social, and Governance (ESG) Program, measurable sustainability goals, and active community involvement, we work to minimize our environmental footprint while providing innovative solutions for our clients. From reducing greenhouse gas emissions and waste generation to advancing sustainable project outcomes, Kleinfelder is dedicated to balancing environmental protection with business objectives, creating lasting value for clients, communities, and the planet.



We embrace sustainability as a driving force, not only to meet **client and business goals**, but also to **invest in our team**, protect **public health**, and contribute to the well-being of our **communities** and the **environment**.

-Rita Fordiani,
Technical Director

Commitment to ESG Leadership



Sustainability Reporting



Environmental Stewardship



Sustainable Project Solutions

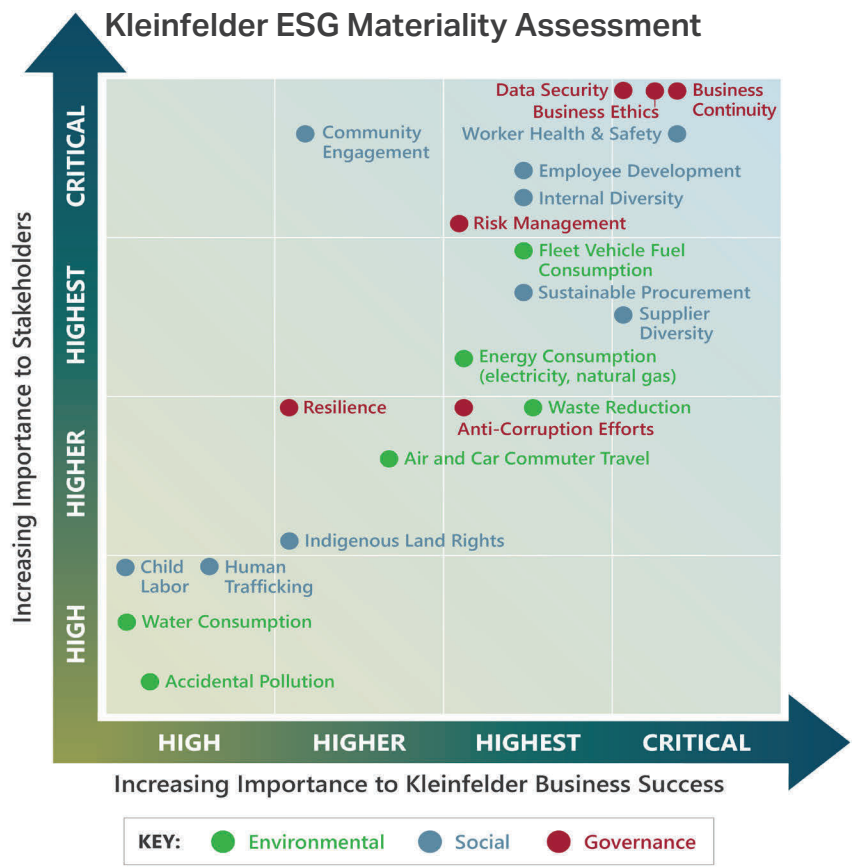


COMMITMENT TO ESG LEADERSHIP

Kleinfelder is dedicated to advancing ESG principles across all aspects of our operations. Guided by the ESG Committee, which includes executive leadership and division representatives, the company employs an ESG Materiality Assessment to focus on areas with the greatest impact on its business and stakeholders. This assessment informs decision-making, refines ESG goals, and identifies opportunities for improvement.

In FY24, Kleinfelder prioritized making advancements in four ESG categories:

- **Data Security:** Enhanced monitoring and protection against cybersecurity threats.
- **Business Ethics:** Updated the Code of Business Ethics Policy to strengthen anti-corruption measures, cybersecurity practices, and ethical compliance.
- **Business Continuity:** Developed a Business Resiliency Plan and revised Emergency Action Procedures.
- **Worker Health and Safety:** Prioritized incident reduction and implemented proactive measures for workplace ergonomics, violence prevention, and radiation safety.



These initiatives, which are discussed in greater detail throughout this report, have strengthened the company’s operations and culture. Building on its progress, Kleinfelder will focus on employee development, risk management, and fleet vehicle fuel consumption in FY25. These areas align with the company’s ESG commitments and support sustainable long-term growth.

ESG REPORTING

Kleinfelder maintains a strong commitment to accountability and transparency through ESG reporting. We track and share our progress via industry-leading platforms, including Avetta, EcoVadis, ISN, and Novata.





In FY24, Kleinfelder earned the **EcoVadis Committed Badge**, recognizing our strong performance across four sustainability categories: environment, labor and human rights, ethics, and sustainable procurement. Additionally, the company leveraged Avetta’s ESG Self-Evaluation tool to gather baseline data across its supply chain, achieving an 80% voluntary supplier response rate. Among these suppliers, 25% were acknowledged as ESG Innovator Winners by Avetta. Kleinfelder also completed its own **Avetta ESG Self-Evaluation, earning a “Leader” score of 71**, underscoring its industry leadership in ESG performance.

By actively engaging in comprehensive reporting, we reinforce our dedication to continuous improvement and meaningful contributions to sustainability.

SUSTAINABILITY REPORTING

Kleinfelder is committed to reviewing its environmental footprint and tracking progress against measurable sustainability goals. With over 100 facilities across the United States, Canada, and Australia, a workforce of more than 2,900 full-time equivalent employees, and a fleet of over 600 vehicles, Kleinfelder monitors metrics for greenhouse gas emissions, waste, water consumption, and green procurement.

Significant progress has been made since the company’s 2019 baseline, as highlighted in FY24:

			
GHG Emissions*	Waste Generation	Water Usage	Paper Generation
Reduced total emissions (Scope 1 + 2*) per gross revenue by 22%, progressing toward the 2030 goal of a 30% reduction	Reduced waste generation and disposal per gross revenue by nearly 40%	Achieved a 7% reduction in water consumption per gross revenue	Decreased paper use by 68%, surpassing the 50% reduction goal set for 2030

* Per the Greenhouse Gas Protocol from the World Resources Institute, GHG emissions are defined as follows:




Scope 1 GHG emissions represent direct emissions from company-owned facilities and vehicles. As Kleinfelder facilities are limited to rented offices, laboratories, and storage spaces, our scope 1 emissions are limited to our company-owned fleet vehicles and rental vehicles.

Scope 2 GHG emissions represent indirect emissions from our purchased energy, such as purchased electricity and natural gas for heating and cooling of our facilities. In many cases, our heating and cooling contracts are managed by our facility landlords as part of our rent. For this reason, a large percentage of our GHG emissions for Scope 2 is estimated based on square footage of a facility rather than a specific utility bill. Utility bills reporting direct usage are used in our calculations where possible.

Scope 3 GHG emissions are all indirect emissions not included in scopes 1 and 2 that represent upstream and downstream supplier emission contributions. The bulk of Kleinfelder’s suppliers are also professional services companies; therefore, reporting on scope 3 emissions has not been a priority.

Kleinfelder remains dedicated to advancing its sustainability efforts and meeting long-term environmental goals. A detailed table of Kleinfelder’s sustainability metrics is provided in **Appendix A**.

HIGHLIGHTING SUSTAINABLE EFFORTS BY KLEINFELDER’S COMET OPERATIONS

- **Recycling Construction Materials:** In FY24, Kleinfelder’s CoMET operations recycled over 2 million pounds (1,000 tons) of construction materials, including concrete cylinders, cores, beams, and masonry samples. This reduces waste and supports a circular economy.
- **Water Conservation in Labs:** Upgraded curing room water systems reduced water consumption. Replacing sprinkler systems with Aquafog or humidifier systems saves approximately 21,000 gallons of water annually, representing a sustainable, year-over-year improvement.
- **Sustainable Laboratory Design:** By transitioning from traditional wood cabinetry to standardized metal tables in our labs, Kleinfelder ensures that lab furniture can be reused during relocations and recycled at the end of its lifecycle, minimizing landfill waste and promoting long-term sustainability.

ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is deeply embedded in Kleinfelder's culture. Beyond our professional work, employees take personal responsibility for protecting the natural world through local clean-up efforts, green community projects, and wildlife protection initiatives.



Earth Day on the Charles
Boston, MA, staff participated in the Charles River Earth Day Cleanup, collecting litter along the Charles River Esplanade.



Great Port Cleanup
Tampa, FL, staff contributed to removing marine debris during the Port of Tampa's Great Port Cleanup, supporting a "Trash Free Waters" initiative.



California Coastal Cleanup Day
Staff from San Diego, CA, participated in California Coastal Cleanup Day, picking up waste at Mission Bay.

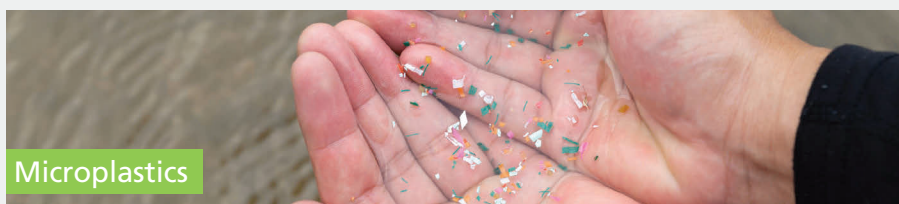
STAFF SPOTLIGHTS

Addressing Microplastics in Wastewater

Paul Fletcher, Senior Technical Professional at Kleinfelder's Bowling Green, OH, office, is leading efforts to tackle the growing issue of microplastics in wastewater. Through his involvement with University of Toledo's (UT) Engineering Department and his personal initiatives, Paul is exploring innovative solutions to this environmental challenge.

At UT, Paul oversaw a one-semester project for a sustainability course, guiding students in researching methods to remove microplastics, approximately 100 microns in size, from wastewater. Students evaluated different materials and mesh patterns to address microplastics produced by grinder pumps in the sewer network, which pass through traditional wastewater screening processes and enter the environment through wastewater effluent or biosolids.

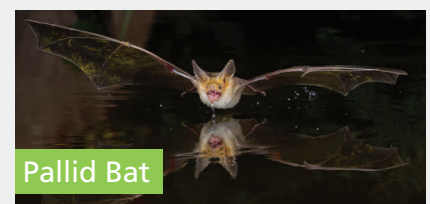
Beyond the classroom, Paul has a long-term goal of designing and sourcing equipment capable of removing small plastic particles at flow rates typical of smaller wastewater treatment plants—those serving systems processing less than three million gallons per day. His work is a significant step toward reducing the environmental impact of wastewater systems.



Microplastics

Advocating for Pallid Bat

Heather Johnson, Senior Wildlife Biologist at Kleinfelder's Sacramento, CA, office, contributed to the legislative effort designating the pallid bat as California's state bat. As a leader in the California Bat Working Group, Heather supported a young biologist and her father in rallying support, attending meetings, and providing expert input to legislative aides. "The pallid bat has a diverse natural history and offers ecological services like wildfire risk reduction and agricultural benefits," Heather shared. "We hope this designation raises awareness and support for bats."



Pallid Bat

SUSTAINABLE PROJECT SOLUTIONS

At Kleinfelder, our pursuit of excellence extends beyond technical expertise. Environmental consciousness is integral to our projects, balancing client objectives with environmental stewardship. Across diverse market sectors, we leverage ingenuity to deliver effective, responsible solutions.

Whether addressing climate resiliency, improving water and air quality, conserving natural resources, or developing green infrastructure, our employees see environmental responsibility as an opportunity to innovate and create a more sustainable future. The following projects highlight Kleinfelder's commitment to benefiting both our clients and the planet we share.

ENHANCING SUSTAINABILITY IN SOLAR TRANSPORT LIFE CYCLE ASSESSMENT OF SOLAR MODULES



Optimizes transportation methods, improves the circular economy, and reduces environmental impacts through reusable packaging solutions.

Kleinfelder supported [PVpallet Inc.](#) (PVI) with performing a comprehensive Life Cycle Assessment of PVI's innovative solar panel reusable plastic pallets. This study, funded by a U.S. Department of Energy grant, aimed to evaluate and compare the greenhouse gas emissions of PVI's reusable plastic pallets with traditional wood pallet packaging systems, supporting PVI's mission to promote a circular economy in the solar industry.

ISO-Compliant Life Cycle Assessment

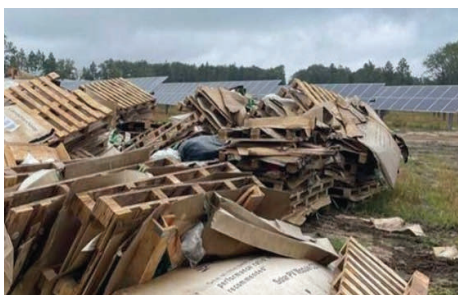
Following ISO 14040 and 14044 standards, Kleinfelder performed a cradle-to-grave assessment, including system boundary definition, life cycle inventory modeling, and hotspot analysis. The study examined various scenarios, such as PVI pallet reuse cycles of 5, 10, and 20 cycles, across installations of 10 megawatts (MW), 50 MW, and 100 MW.

Key Findings and Opportunities for Improvement

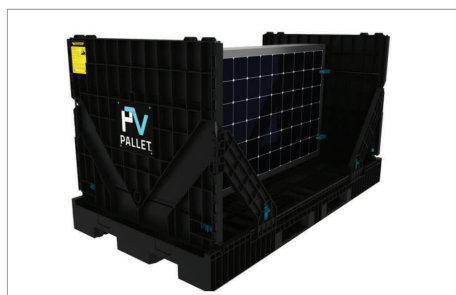
Results showed that reusable plastic solar panel pallets have a lower 100-year Global Warming Potential compared to wood pallet solar panel packaging in all scenarios. The analysis identified the galvanized high strength steel tube used in plastic pallet support structures as the component with the highest environmental impact or "hotspot" and suggested process improvements or alternative materials to further enhance sustainability.

Project Results

This project underscores the environmental benefits of reusable packaging solutions and provides PVI with actionable insights to advance their sustainability goals, reducing waste and improving life cycle economics in solar panel transport.



Wood pallet waste



Reusable plastic pallet

Client: [PVpallet Inc.](#)

Location: Los Angeles,
California

REDUCING ENVIRONMENTAL IMPACT

CLOSURE OF SOLID WASTE MANAGEMENT UNIT



Repurposed onsite materials to minimize waste generation and promote sustainable land use.

Kleinfelder supported a confidential oil and gas client with the sustainable closure of a 24-acre Solid Waste Management Unit (SWMU) at an active refinery in Texas. The SWMU, which historically served as a surface impoundment and waste pile for clay filter wastes, required closure to maintain compliance with the facility's Resource Conservation and Recovery Act Permit.

The project scope included vegetative clearing, in-situ stabilization and solidification of waste materials, surface water drainage improvements, and the installation of a soil cap with vegetative cover. Throughout the project, Kleinfelder prioritized sustainable practices to reduce environmental impact and minimize disruption to the local community.

Key Accomplishments

- Beneficial reuse of 50,000 cubic yards of soil for the cap material, avoiding the need for 2,350 truckloads of imported material.
- Reduction of over 2,350 heavy vehicle trips on community roads, achieved through soil reuse and by utilizing the refinery's fueling station.
- Removal of more than 44 metric tons of CO₂ emissions, stemming from the minimized transportation demands.
- Engagement of registered diverse suppliers, including fencing and crane subcontractors, to support local and inclusive economic growth.

Project Results

By integrating sustainable practices and collaborating closely with the client, Kleinfelder delivered a successful SWMU closure that aligns with environmental stewardship and community-focused goals.

Client: Confidential Client

Location: Texas

Service Spotlight: Protecting Habitat and Ecosystems in Florida



At Kleinfelder, we are dedicated to preserving vital habitats and ecosystems while supporting infrastructure development. In Florida, our team collaborates with aggregate mining clients to mitigate the environmental impacts of mining activities.

We focus on identifying, relocating, and protecting threatened species such as the Gopher Tortoise, ensuring the sustainable management of natural resources. Through careful planning and restoration efforts, we work to rehabilitate impacted habitats, helping to balance the needs of human progress with the preservation of Florida's unique ecosystems.

This commitment underscores our dedication to environmental stewardship and biodiversity conservation.

PRESERVING HISTORY IN THE FACE OF CLIMATE VULNERABILITY

ADAPTING HISTORIC BUILDINGS FOR FLOODING

Kleinfelder supported the New Hampshire Department of Natural and Cultural Resources by conducting a conditions and climate vulnerability assessment for the historic Wentworth-Coolidge Mansion. Constructed in 1750 and designated as a National Historic Landmark, the mansion is one of the most preserved examples of colonial-era architecture. The assessment provided detailed recommendations for repair, maintenance, and preservation, while integrating climate adaptation strategies to address flooding risks and ensure the mansion's resilience.



Source: NH State Parks - Wentworth-Coolidge Mansion



Developed strategies to enhance the Wentworth-Coolidge Mansion's resilience to flooding, sea level rise, and storm surges while preserving its historic integrity.

Climate Resilience Assessment Findings

Kleinfelder evaluated the Wentworth-Coolidge Mansion's vulnerability to coastal flooding, sea level rise, and storm surges using climate projections and the best available data. The assessment identified vulnerabilities, such as near-term flooding risks to the basement, and proposed cost-effective strategies to mitigate these issues. The team developed a portfolio of adaptation strategies, adhering to federal historic rehabilitation standards, which included elevating critical infrastructure systems and utilizing floodproofing materials to safeguard the structure.

Opportunities for Improvement

The findings provide New Hampshire with phased recommendations for physical maintenance and climate resiliency improvements over short-, mid-, and long-term timeframes, accompanied by cost estimates. Short-term actions can be integrated into an annual maintenance plan, while mid- and long-term recommendations will require additional study and planning to ensure effective implementation.

Project Results

By combining climate resiliency expertise with cultural resource and historic preservation knowledge, Kleinfelder delivered strategies to enhance the mansion's safety, longevity, and flood resilience while preserving its architectural and historic significance. The project highlights the importance of integrating climate resiliency into preservation efforts to protect historic landmarks.



Source: NH State Parks

Portsmouth Athenaeum

Historic image of the mansion



Present day image of the mansion

Client: New Hampshire Department of Natural and Cultural Resources

Location: Portsmouth, New Hampshire

RESTORING WATERWAYS

QUAKAKE TUNNEL AND TREATMENT FACILITY

The Quakake Tunnel abandoned mine discharge treatment facility addresses the environmental degradation caused by large-flow discharges impacting Wetzel Creek, Quakake Creek, and Black Creek in Carbon County, PA. These streams, rendered fishless due to acidity and aluminum loading, flow into the Lehigh River within Lehigh Gorge State Park, further impacting downstream ecosystems.



Addresses legacy pollution, restoring 10 miles of cold-water streams to support aquatic ecosystems and enhancing water quality in impacted waterways, ensuring long-term ecological resilience and community access to vital natural resources.

Advancing Sustainability in Water Quality Restoration

This project aims to restore 10 miles of cold-water streams to a viable sport fishery by treating the discharge, which can exceed 20,000 gallons per minute following precipitation events. The treatment plant, designed by Kleinfelder, incorporates a hydrated lime mix tank, polymer addition, clarifiers, and aluminum sludge handling to improve water quality in the Black Creek drainage.

Innovating for Long-Term Sustainability

Kleinfelder is applying value engineering to optimize the treatment plant design, focusing on enhancing the system's efficiency while minimizing environmental and operational costs. Key evaluations include:

- Improving discharge outfall capture and polymer use to enhance high-flow treatment effectiveness.
- Exploring alternatives for managing and disposing of aluminum hydroxide by-products to minimize waste impacts.
- Reducing stormwater intrusion and debris to lower operational costs and maintenance requirements.

Environmental and Community Impact

Once operational, the facility will transform these waterways into thriving aquatic ecosystems, supporting biodiversity and recreational opportunities. The restoration of Black Creek, a paddling destination, will also benefit the Lehigh River within the state park, promoting ecological health and enhancing community access to natural resources.

Client: Pennsylvania Bureau of Abandoned Mine Reclamation

Location: Packer Township, Pennsylvania

MITIGATING CONTAMINATION

SUSTAINABLE SEDIMENT TREATMENT SOLUTIONS



Identified sustainable methods to stabilize and remediate contaminated sediments, reducing leachability and preparing the site for future use.

Kleinfelder conducted sediment stabilization trials to identify sustainable solutions for remediating contaminants and improving the sediment's geotechnical properties for future commercial use. The trials focused on encapsulating contaminants and enhancing the site's redevelopment potential, aiming to mitigate environmental impacts and promote resource efficiency.



A Complex Site with a Sustainable Vision

The site contained ponds covering approximately 60,000m², capturing stormwater, sewage, and wastewater with contaminants such as metals, per- and polyfluoroalkyl substances (PFAS), fluoride, acid sulfate soil, hydrocarbons, and non-aqueous phase liquids. The sediment's geotechnical properties varied across the ponds, adding complexity to the treatment process.

Testing Sustainable Solutions for Remediation

Kleinfelder created a conceptual site model and environmental guidelines to align the project's objectives with groundwater and soil conditions. The trials included baseline studies of groundwater, sediment, and vapor samples, followed by treatment applications in 36 reaction vessels, with 12 treatments tested alongside controls and samples analyzed at intervals to assess leachability and geotechnical improvements.

Project Results

The trials demonstrated a sustainable remediation strategy that reduced contaminant leachability and stabilized sediment using chemical additives and onsite demolition debris. Notably, the debris did not alter the contaminant profile, proving the feasibility of repurposing waste for remediation. This approach earned recognition from the Australian Land and Groundwater Association for addressing environmental challenges.

Client: Confidential

Location: Queensland, Australia

Award Spotlight: Kleinfelder-Supported Projects Earn NADO Awards



Two projects supported by Kleinfelder, the Lumber River Wetlands Restoration Study and the Lumber River Resilient Roads Study, received 2024 Aliceann Wohlbruch National Association of Development Organizations (NADO) Impact Awards.

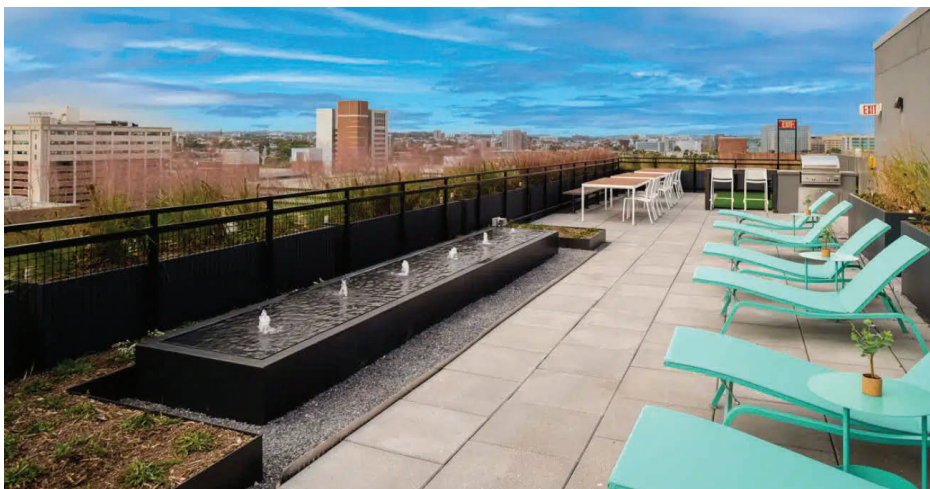
These projects, developed for the Lumber River Council of Governments, focus on reducing flood risks, enhancing critical infrastructure, and improving climate resilience in disadvantaged North Carolina communities.

Kleinfelder provided climate resiliency planning and strategy development, ensuring the studies address local vulnerabilities and promote long-term regional resilience.

TRANSFORMING URBAN SPACES

PROSPER ON FAYETTE & SPRINGHILL SUITES MULTI-PROPERTY DEVELOPMENT

The Prosper on Fayette and Springhill Suites project involved the renovation of the historic Drovers and Mechanics National Bank Building and adjacent new construction in the Westside neighborhood of Baltimore, MD. This mixed-use development features 181 market-rate residential apartments, 150 hotel rooms, 120 structured parking spaces, and 7,000 square feet of ground-level retail space, contributing to the revitalization of an urban community.



Incorporates green roofs, water-efficient systems, energy-efficient appliances, adaptive reuse of a historic building, and urban infill development, all in compliance with the International Green Construction Code.

Integrating Sustainability in Multi-Property Development

Kleinfelder delivered a comprehensive suite of services, including stormwater management design with green roof elements, electrical and plumbing engineering, survey and drone services, demolition plans, grading and erosion and sediment control plans, developer's agreement services, permitting, and American Disabilities Act-compliant crossing designs. Unique challenges included designing for a project that spans an entire city block while addressing historic preservation and compliance issues. The adaptive reuse of the historic bank building and the integration of new construction required innovative design solutions, such as the creation of vertical and horizontal condominium regimes to accommodate diverse uses, ownerships, and shared amenities like structured parking.

Sustainable Design Elements

The project adheres to the International Green Construction Code, incorporating sustainability-focused elements such as green roofs, water-efficient landscaping and irrigation, local materials, water-efficient plumbing fixtures, and Energy Star appliances. HVAC and lighting systems exceed International Energy Conservation Code minimums by over 10%. Adaptive reuse of the historic building exemplifies urban infill development, reducing the need for new materials and preserving cultural heritage. The development's sustainability is further highlighted by its Walk Score ratings of 99 for walkability, 100 for transit, and 77 for bikeability. On-site bicycle storage and preferred parking for low-emission vehicles encourage alternative transportation use among residents and visitors.

Project Results

The Prosper on Fayette and Springhill Suites development has made a significant impact on the Baltimore community. The Baltimore Chapter of the Urban Land Institute recognized the project with a WaveMaker award, celebrating its sustainability, visionary qualities, and contribution to community revitalization.

Client: Baltimore, Maryland

Location: Baltimore Properties, LLC

PROTECTING WILDLIFE

BAT HABITAT DESIGN IN MINE RECLAMATION



Designed bat gates to safely improve access to mine openings, enhancing habitats for bat populations while reducing hazards for humans and other animals.

The Browns Run and Grassflat Run Abandoned Mine Land Reclamation Design aims to restore abandoned degraded mine lands while improving water quality in the Moshannon Creek watershed, a key tributary to the West Branch Susquehanna River. As part of this project, Kleinfelder is designing innovative solutions to support wildlife preservation, particularly for bat populations.

Designing Safe and Accessible Bat Habitats

Abandoned mine openings, while dangerous to humans and other animals, serve as critical habitats for bats to roost and hibernate. To address these dual challenges, Kleinfelder is incorporating bat gates into the remediation design. These gates will allow bats to safely access their preferred habitats while mitigating hazards that could trap or harm humans or other animals. By preserving and enhancing these habitats, the project contributes to reversing the decline in bat populations.

Reducing Environmental Hazards

The remediation effort includes addressing six Priority 3 mine openings, several of which will be outfitted with bat gates, as well as reclaiming 138 acres of spoil piles and nearly 15,000 linear feet of dangerous highwalls. These measures not only improve safety but also support ecological restoration within the watershed.

Sustainable Benefits

By integrating wildlife preservation into the reclamation design, Kleinfelder is addressing environmental hazards while supporting the protection and enhancement of natural ecosystems.

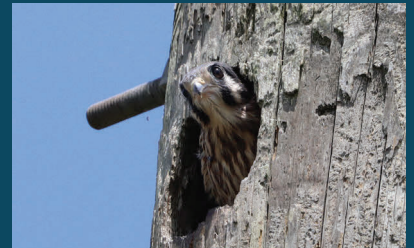


A mine opening at Brown's Run that will have a bat gate installed.



One of the bat species whose habitat will be protected by the gates, the Tri-colored Bat.

Service Spotlight: Habitat and Species Conservation Through Bird Surveys



Kleinfelder's ecologists conduct bird surveys to support infrastructure development at sites across Florida. These efforts involve monitoring the nest productivity and fledging of the crested caracara and surveying for the Southeastern American kestrel, including identifying nesting cavities critical to their survival.

Both species are protected under the U.S. Migratory Bird Treaty Act, reflecting their importance to biodiversity. The crested caracara is further safeguarded as a threatened species under the Federal Endangered Species Act and Florida's Endangered and Threatened Species Rule. Similarly, the Southeastern American kestrel is a state-designated threatened species under Florida's rule, making conservation actions like these surveys vital to their survival and habitat preservation.

These efforts underscore Kleinfelder's role in helping to protect critical species and their habitats.

Client: Pennsylvania Bureau of Abandoned Mine Reclamation

Location: Cooper Township, Pennsylvania

MARKARANKA DEVELOPMENT APPLICATION SUPPORT STUDIES

Kleinfelder conducted studies to support the proposed photovoltaic (PV) solar array and battery energy storage system (BESS) facility at Markaranka, near Taylorville, South Australia. The project includes a 125 megawatt (MW) PV solar array, an integrated 375 MW / 750 MW-hour BESS, and associated infrastructure, contributing to renewable energy generation and storage capacity in the region.



Supported the development of a photovoltaic solar array and battery energy storage system, advancing renewable energy generation and storage in South Australia.

Minimizing Environmental Disruption

The 300-hectare project site, in the Murray Darling Depression and specifically the South Olary Plain, consists of cleared agricultural plains with variable dune formations, ensuring minimal disruption to the surrounding environment and utilizing an area already modified by human activity.

Assessments for Renewable Energy Infrastructure

Kleinfelder provided in-house expertise and coordinated subconsultants for key assessments, including:

- Environment Protection and Biodiversity Conservation Self-Assessment Report
- Traffic Impact Assessment
- Visual Impact Assessment
- BESS Noise Impact Assessment
- Vegetation Survey and High-Level Assessment

Project Results

Kleinfelder ensured that all necessary assessments and reviews were completed, offering redesign options to address potential Development Application queries. Leveraging its global technical network, Kleinfelder provided enhanced insights into the Visual Impact Assessment, facilitating the development of sustainable energy infrastructure while addressing environmental and community considerations.



Client: May Brothers Holdings Pty Ltd

Location: Taylorville, South Australia

ADVANCING SUSTAINABLE OPERATIONS

SUSTAINABILITY COMPLIANCE AND METRICS

Kleinfelder, along with our subconsultant, provided sustainability services to the Los Angeles Department of Water and Power (LADWP) as part of its Zero Waste and Environmentally Preferable Purchasing (EPP) Program. This work included performing functional waste assessment, updating diversion tonnages for compliance with regulatory requirements, supporting team training, and assisting with development of key performance metrics aligned with LADWP's zero waste goals.



Advanced zero waste initiatives, enhanced environmentally preferable purchasing practices, and provided strategies to reduce operational environmental impacts.

Enhancing Sustainability Practices and Metrics

Kleinfelder conducted in-depth analyses of waste streams to identify opportunities for increased recycling, improved organics management, and enhanced diversion practices. We also assisted our subconsultant with identifying opportunities to strengthen EPP practices, assess the impacts of LADWP programs upon regulated organics, and develop strategies to reduce environmental impacts. Additionally, the team provided alternative assessments and recommendations to promote sustainable decision-making.

Progress Tracking, Reporting, and Certification

Kleinfelder also contributed to the development of systems to track progress toward waste reduction and diversion targets, providing LADWP with tools to monitor compliance and measure success. The team also supported voluntary reporting efforts and sustainability certifications that emphasized zero waste achievements.

Project Results

Kleinfelder's work aligned with LADWP's commitment to environmental stewardship, delivering data-driven insights and strategic recommendations to advance zero waste initiatives and foster sustainable operations and decision-making within the organization.

Client: Los Angeles Department of Water and Power

Location: Los Angeles, California

REHABILITATING CRITICAL WATER SYSTEMS

BIG BEND CHISOS BASIN WATER SYSTEM

As part of a larger effort to address deferred maintenance at Big Bend National Park, Kleinfelder-Doucet is supporting the National Park Service (NPS) in rehabilitating the Chisos Basin Water System in Texas. This project focuses on replacing and upgrading water infrastructure to ensure reliable service for visitors and staff and meeting flow capacity requirements for domestic use and fire protection while aligning with NPS's sustainability goals.



Enhances water efficiency, reduces leaks, and ensures the long-term reliability of critical water infrastructure within a protected natural environment.

Comprehensive System Improvements

The project includes replacing aging water mains, valves, service lines, and leaking supply pipes and upgrading components to support increased demands. Enhancements also include rehabilitating water treatment facilities, installing modern storage tanks, pumping systems, and advanced metering to ensure long-term reliability and operational efficiency.

Sustainability and Conservation Focus

Aligned with NPS's mission, the project minimizes ecological impact and complies with federal regulations by:

- Operating within federally designated wilderness areas under a Wilderness Work Plan.
- Safeguarding migratory birds and wildlife per the Migratory Bird Act.
- Monitoring and preserving archaeological and cultural resources.
- Restoring native plants and preventing the spread of non-native species.

Supporting Long-Term Goals

The upgraded infrastructure will not only enhance water efficiency and reduce leaks but also ensure the water system meets modern standards for resilience and sustainability. By aligning with the Park's mission to preserve natural and cultural resources, these improvements maintain the integrity of the Park's unique ecosystem, minimize environmental impact, and support Big Bend National Park's long-term operational and sustainability goals.



Client: National Park Service

Location: Brewster County, Texas

DRIVING SOCIAL RESPONSIBILITY

At Kleinfelder, we recognize that our employees are fundamental to our success. We are committed to fostering a safe and supportive workplace while providing opportunities for professional growth and community engagement. Through targeted initiatives in health and safety, employee well-being, volunteerism, and professional development, we empower our workforce, support career growth, and encourage meaningful contributions to our communities.



“

Our people are at the heart of everything we do. By fostering a culture of **safety**, **collaboration**, and **growth**, we empower our employees to thrive and make a positive impact in the **communities** we serve.

-Patrick Schaffner,
HR Director



Health & Safety



Workforce & Industry Commitment



Investment in Employees



Community Engagement

HEALTH & SAFETY

Kleinfelder's dedication to maintaining a safe and healthy work environment remains unwavering. In addition to providing extensive annual Health & Safety training for all staff members, in FY24 we strengthened our safety culture through targeted initiatives, fostering employee engagement and proactive risk management. By equipping our staff with the tools and knowledge to identify and mitigate hazards, we empower them to prioritize safety and uphold high standards of protection for themselves and their colleagues. For information on our Health & Safety reporting data, see **Appendix B**.



Trails to Safety

TRAILS TO SAFETY

Kleinfelder continued its commitment to field safety through Trails to Safety events. These sessions provide a controlled environment where staff engage in realistic scenarios to identify and mitigate job site risks. Attendees gain practical knowledge of tools and best practices while sharing lessons learned to enhance safety in the field.

SAFE + SOUND WEEK

For the sixth consecutive year, Kleinfelder participated in OSHA's Safe + Sound Week, highlighting safety successes and promoting best practices. Staff engaged in activities that reinforced the importance of safety and raised over \$20,000 for three charities: Kids' Chance of America, Food Banks Alberta, and Camp Quality Australia.

PROACTIVE MEASURES FOR A SAFER WORK ENVIRONMENT



Workplace Violence Prevention

In FY24, Kleinfelder introduced a comprehensive Workplace Violence Prevention Plan (WVPP) to prioritize employee safety. The plan includes updated Emergency Action Plans for each office, site-specific Health & Safety Plans, and guidelines for identifying and mitigating workplace violence risks. By equipping employees with tools to recognize hazards, report incidents, and intervene effectively, the WVPP fosters a safer, more secure workplace.



Well-being Through Ergonomics

To address ergonomic challenges, Kleinfelder implemented new Ergonomic Standard Operating Procedures and launched the Industrial Athlete Program. These initiatives educate staff on recognizing ergonomic risks, encourage early reporting of symptoms, and promote injury prevention through functional training and tailored exercises. Together, they enhance employee well-being, reduce discomfort, and improve job performance.



Enhancing Radiation Safety

Kleinfelder enhanced radiation safety by centralizing compliance task tracking, revising Job Loss Analyses for nuclear density gauge usage, and refining Practical Skills Assessments with photo documentation. These improvements strengthen hazard identification, ensure regulatory compliance, and promote safer practices for employees handling nuclear density gauges.

WORKFORCE & INDUSTRY COMMITMENT

EQUAL OPPORTUNITY EMPLOYER

Kleinfelder is an equal opportunity employer and complies with the requirements of Section 503 and VEVRAA. The following datas offer a snapshot of FY24 employee demographics for all employees (flex-time, part-time, full-time). Data for U.S. full-time equivalents (FTEs) only can be found in **Appendix C**.

FY24 Kleinfelder Employee Demographics (U.S. Only)

Job Category	Male									Female								
	American Indian/AK Native	Asian	Black/African American	Hispanic or Latino	Native HI/Other Pacific Isl.	White	Two or More Races	Male Totals	% Male Minority	American Indian/AK Native	Asian	Black/African American	Hispanic or Latino	Native HI/Other Pacific Isl.	White	Two or More Races	Female Totals	% Female Minority
Exec./Sr. Level Officials & Mgr.	0	1	0	0	0	21	0	22	5%	0	0	0	0	0	7	0	7	0%
First/Mid-Level Officials & Mgr.	0	10	5	17	1	210	4	247	15%	0	3	2	5	0	66	0	76	13%
Professionals	3	94	41	107	6	827	33	1111	26%	1	46	21	67	8	404	20	567	29%
Operatives	1	1	1	1	1	20	1	26	23%	0	0	0	0	0	1	0	1	0%
Technicians	5	17	38	58	2	352	14	486	28%	1	2	2	5	0	31	1	42	26%
Admin. Support Workers	2	7	7	10	0	49	2	77	36%	1	17	17	26	0	151	7	219	31%
TOTAL	11	130	92	193	10	1479	54	1969	25%	3	68	42	103	8	660	28	912	28%
U.S. Total	2881																	

Veterans & SkillBridge: Kleinfelder values the unique contributions of veterans. Their dedication, discipline, and problem-solving abilities are invaluable assets to our projects and strengthen our firm's capabilities. We are actively engaged with the Department of Defense SkillBridge program to provide meaningful internships for transitioning service members and contribute to their successful integration into the civilian workforce.

3.6%

Kleinfelder
employees that
are Veterans



74

SkillBridge
internships since
2019



33

Hires made
from SkillBridge
internships



In recognition of Veterans Day, Kleinfelder employees in Hunt Valley and Baltimore, MD, collected and donated a generous supply of coats, blankets, and sheets to the Maryland Center for Veterans Education and Training.

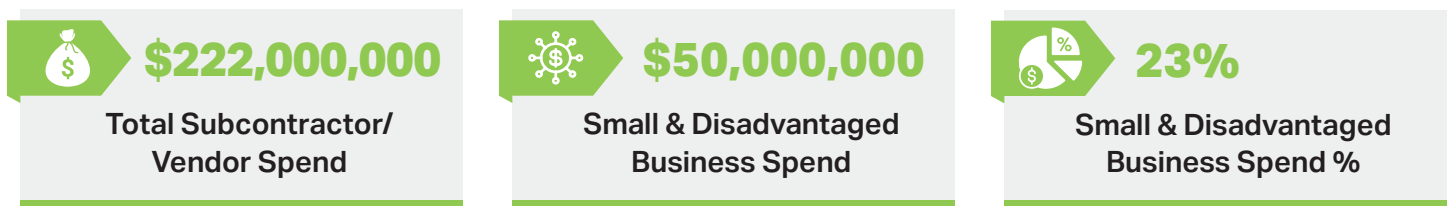
BUILDING A STRONGER INDUSTRY TOGETHER

Kleinfelder is committed to fostering strong industry partnerships and supporting the growth of small and emerging businesses as defined by the U.S. Small Business Administration. Through targeted spend initiatives, small and disadvantaged business mentorship programs, and partnerships with industry organizations, we strive to create an environment that promotes fairness and opportunity for all. Our actions demonstrate a consistent effort to support and empower businesses throughout the AEC industry.

Small & Disadvantaged Business Spend

We are dedicated to delivering technical excellence while maximizing opportunities for business participation across a range of market and service sectors. Through our partnership with Avetta, we track supplier and subcontractor information, including small business status and supporting certifications. By actively engaging with a range of suppliers and subcontractors, we cultivate project teams that bring innovative solutions to better address our clients' needs. Our FY24 subcontractor/vendor spend results reflect our commitment to engaging disadvantaged, small, and minority-owned enterprises per our contract requirements.

% Small & Disadvantaged Business Spend of Total Subcontractor/Vendor Spend for FY24



Participation in Calmentor Program

Kleinfelder has participated in the Caltrans Calmentor Program since 2007. Through this initiative, we mentor small architectural and engineering firms, enhancing their capabilities and fostering growth within the industry. During Caltrans District 11's 9th cycle, we mentored La Salle Solutions and Ecosystems Northwest, both of whom successfully graduated from the program. Kleinfelder was recognized by Caltrans with an award for exceeding program requirements, demonstrating our commitment to fostering opportunities for small and emerging firms in the transportation sector.



Small Business Networking Events

Kleinfelder actively sponsors and participates in networking and educational events that support small and emerging businesses. One notable example is the Delaware Department of Transportation's (DelDOT) inaugural disadvantaged and small business enterprise (DBE/SBE) networking event, which Kleinfelder sponsored and attended. This event facilitated valuable connections between DBE/SBE firms and prime contractors while providing educational resources to help these businesses successfully pursue DelDOT projects.

INVESTMENT IN EMPLOYEES

Kleinfelder recognizes that investing in our employees is essential to fostering growth, innovation, and long-term success. Through robust career development programs, mentoring opportunities, continuing education initiatives, and policies that enhance work-life balance, we empower our team members to thrive both personally and professionally. Our commitment to supporting employees underscores our belief that their success drives our collective achievements.

CAREER DEVELOPMENT & ADVANCEMENT

Kleinfelder is committed to fostering a culture of continuous learning and growth for all our employees. We offer a comprehensive range of programs and resources designed to support professional development and career advancement.



Continuing Education Programs

To cultivate growth and expertise in our workforce, Kleinfelder actively participates in the Registered Continuing Education Program and the American Institute of Architects Continuing Education Services Program. These programs enable our employees to present on technical topics, earn Professional Development Hours and Learning Units, and contribute to the advancement of the AEC industry.



Professional Organization Memberships

We support our employees' professional development by providing memberships to industry-leading organizations such as the Construction Management Association of America, the American Society of Civil Engineers, and the Design-Build Institute of America, to name just a few. These memberships offer access to valuable resources, networking opportunities, and professional development workshops.



Business and Software Skills eLearning Library

Kleinfelder sponsors free access for all employees to a comprehensive eLearning library, featuring online courses covering a wide range of software programs and business topics. This resource empowers staff to enhance their skills, expand their knowledge, and advance their careers within Kleinfelder. This investment in continuous learning reflects our commitment to supporting our employees' growth and success.



Technical Track Qualification System

In FY24, Kleinfelder launched the Technical Track Qualification System (TTQS), providing a clear pathway for technical professionals to advance their careers through targeted training, certifications, and skill development. Modeled after Kleinfelder's successful Project Management Qualification System, which equips future project managers with the knowledge and skills to effectively manage projects at Kleinfelder, the TTQS focuses on enhancing technical expertise while also developing essential business skills such as client engagement and strategic thinking.

Fostering Growth and Connection Through Learning Days

We encourage local offices and teams to host learning events for their staff. These events, such as the Learning Day hosted by our Massachusetts-Connecticut Area, provide opportunities for employees to enhance their knowledge, connect with colleagues, and gain valuable insights into our core practices and disciplines.



MCA Learning Day

The MCA Learning Day offered diverse activities like panels, presentations, and poster sessions that showcased projects and connected staff with core practices, providing guidance for career development.

Involvement in Society of Women Engineers

Kleinfelder partners with the Society of Women Engineers (SWE) to support engineering excellence and professional growth. As a member of SWE's Corporate Partnership Council, our staff gain access to a vast professional network, leadership development opportunities, and educational resources. This partnership enhances employee while also benefiting the broader engineering community. Through sponsorship of SWE professional and collegiate chapter events—such as career fairs, panel discussions, and workshops—we help create opportunities for mentorship, knowledge sharing, and career advancement for women in engineering.



SWE University Career Fair



Kleinfelder Mentoring Program

Our Mentoring Program connects employees with experienced mentors who provide personalized guidance, support, and valuable insights. This program helps mentees expand their networks, develop crucial skills, and achieve their career goals.

COMPENSATION & WORK-LIFE BALANCE

Because our employees are our most valuable asset, we prioritize their well-being and success. We believe that creating a rewarding work environment that supports both professional and personal goals is essential for our continued growth. In FY24, we implemented key initiatives to enhance employee compensation and improve work-life balance.

Updated Straight Time Overtime Policy

We enhanced our compensation structure to better recognize and reward the exceptional contributions of our employees. The updated Straight Time Overtime Policy ensures that those who consistently exceed expectations in their billable hours are fairly compensated for their hard work and dedication.

Flexible Weekly Work Schedule

To support work-life balance, we introduced the Flexible Weekly Work Schedule – an option that empowers employees with greater control over their time. This initiative aims to improve overall job satisfaction and productivity by allowing employees to better align their work schedules with personal and professional commitments.

COMMUNITY ENGAGEMENT

At Kleinfelder, we believe in giving back to the communities where we live and work. Our employees actively engage in a variety of initiatives that demonstrate our commitment to making a positive impact on society.

GIVING BACK TO OUR COMMUNITIES

Kleinfelder employees serve their communities through volunteer work, charitable giving, and partnerships with local organizations.



1



2



3



4

INSPIRING FUTURE STEM LEADERS

Our staff recognize the importance of STEM education and actively inspire the next generation of engineers, scientists, and construction professionals. Through hands-on initiatives, mentorship, and outreach programs, we provide young people with valuable insights into engineering, science, and professional construction careers.



5



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7



8

1. Staff from our Dallas, TX, office participated in the Dallas Heart Walk, raising funds to support the fight against cardiovascular diseases and stroke.
2. Kleinfelder's Virginia offices held a charity golf tournament with over 80 staff, clients, and friends in attendance, raising \$4,000 for Mothers Against Drunk Driving.
3. For the ninth consecutive year, staff from New Jersey and New York joined ExxonMobil in volunteering at the Community Food Bank of New Jersey, donating food and assisting with food distribution.
4. Staff from our Las Vegas, NV, office and their families volunteered with Sleep in Heavenly Peace, building 50 bunk beds for children in need.
5. Staff from our Stockton, CA, office participated in Tuolumne County's "Dinner with a Scientist," sharing their passion and knowledge with over 140 middle school students.
6. Raleigh, NC, staff presented to students at Wake Technical Community College, offering career guidance and insights.
7. The Las Vegas, NV, team hosted a Career Night and interactive laboratory tour for local youth, offering a glimpse into the world of construction.
8. San Diego, CA, staff participated in "Engineering Day at the Mall," engaging young minds with interactive building and design activities.

GOVERNANCE

FOSTERING SOUND GOVERNANCE

Strong governance is a cornerstone of Kleinfelder's approach to responsible business practices and long-term sustainability. Our governance strategy integrates business ethics, risk management, resilience, data protection, and innovation, ensuring we maintain the highest standards of integrity, transparency, and accountability. By continuously enhancing our policies, strengthening risk management, and fostering a culture of innovation, we are well-positioned to navigate challenges, protect our assets, and deliver value to employees and clients. These efforts are essential to our continued success and adaptability in a dynamic marketplace.



Effective governance goes beyond compliance – it fosters **innovation**, **manages risks** responsibly, and ensures every decision reflects our commitment to **integrity**, building **trust** with clients, and ensuring **resilience**.

-Jay Clare, Strategic Growth Director

Business Ethics



Resilient Business Practices



Growth Through Innovation



BUSINESS ETHICS

Kleinfelder is committed to conducting business with the highest ethical standards. This commitment is fundamental to our ESG principles, ensuring responsible and sustainable operations that uphold integrity, transparency, and compliance with all applicable laws and regulations.

ENHANCED CODE OF BUSINESS ETHICS

In FY24, we updated the company's Code of Business Ethics Policy, focusing on adding new information and strengthening policies related to anti-corruption/anti-bribery; cybersecurity; reporting procedures; and training and internal controls.



Anti-Corruption/Anti-Bribery

Strengthened to emphasize the importance of compliance with relevant laws, encourages reporting of violations, and outlines specific guidelines and prohibitions to ensure ethical and lawful business conduct.



Cybersecurity

Updated Kleinfelder's Remote Work Policy to restrict any remote work in countries posing high cybersecurity risks and require prior CEO approval for requests for temporary remote work in other countries.



Reporting Procedures

Strengthened reporting procedures, requiring employees to report any suspected violations of the Code of Business Ethics, including those related to government contracts. Outlined multiple channels for anonymous reporting to ensure confidentiality.



Training and Internal Controls

Updated Kleinfelder's approach to ensuring ethical conduct and compliance within the company, emphasizing training, regular reviews, internal audits, and risk assessment to maintain a strong ethical foundation across all levels of the organization.



ANNUAL ETHICS TRAINING

Kleinfelder requires all employees to complete annual ethics training, including a Business Ethics Refresher and a Preventing Harassment and Discrimination course. These trainings reinforce the company's commitment to ethics and respect while ensuring compliance with federal and state laws. By establishing clear expectations for professional behavior, they help prevent misconduct and empower employees to speak up if they witness inappropriate actions. Regular training keeps these principles top of mind, fostering a workplace culture where ethical decision-making and collaboration thrive.

RESILIENT BUSINESS PRACTICES

Kleinfelder is committed to maintaining a resilient, responsible business that safeguards employees, clients, and operations against disruptions. Through strategic risk management, business continuity planning, and data governance enhancements, we strengthen our ability to adapt to challenges while maintaining high standards of performance. These initiatives reinforce operational stability, protect critical assets, and uphold Kleinfelder’s commitment to ethical and secure business practices.

BUSINESS CONTINUITY

In FY24, Kleinfelder prioritized strengthening its resilience and preparedness to ensure uninterrupted operations during potential disruptions. The following initiatives highlight our commitment to safeguarding employees and maintaining business continuity.

Revised Emergency Action Plan Procedures for Increased Preparedness

We bolstered Kleinfelder’s emergency readiness by revising the company’s Emergency Action Plan Procedures. Key updates included the development of a Standardized Emergency Evacuation Plan template. The revisions also expanded the scope of incident types covered, including workplace violence, and provided detailed, actionable response protocols. Furthermore, the company’s Emergency Response Evaluation Report was improved to capture actionable lessons learned, fostering continuous improvement in preparedness. These advancements strengthen Kleinfelder’s ability to respond effectively to emergencies, safeguard employees, and maintain operations for clients relying on its services.

Fortified Enterprise Operations Through IT Solutions

Business continuity was strengthened by implementing IT infrastructure and systems designed to ensure critical business functions continue during disruptions. Key initiatives in FY24 included:



Data Migration to Nasuni

As part of a multiphase program, Kleinfelder began migrating all client data to Nasuni, a cloud-based file storage platform. This enhances staff collaboration, expands cloud backup capabilities, and reduces reliance on physical servers, improving resilience and scalability.



Delttek Authentication Upgrades

Deploying Single Sign-On capabilities for Kleinfelder’s Enterprise Resource Planning system enhanced the security of Kleinfelder’s core financial software. This measure mitigated potential security risks and streamlined user access for this critical application.



Software and System Modernization

Kleinfelder proactively addressed end-of-life software and services, including an SQL Server upgrade and retirement of the Application Service Environment. These initiatives reduced the risk of system failure and security vulnerabilities, strengthening the company’s overall IT infrastructure and operational stability.



Retirement of Technical Debt

An out-of-support platform used for environmental reporting was upgraded to a modern, cloud-based Microsoft platform. This modernization introduced new functionality and significantly reduced the risk of failure associated with the outdated system.



DATA GOVERNANCE

Kleinfelder rigorously safeguards company, client, and employee data against cyber threats, ensuring robust data management and protection. In FY24, we continued to strengthen our ability to detect and mitigate threats, implementing multiple initiatives to enhance the protection of Kleinfelder's data and assets:

- **Strengthened defenses** against malicious emails by increasing our email filtering thresholds to heighten protection.
- **Enhanced network security and connectivity** with advanced traffic inspection and better data access control.
- **Updated policies and implemented technical controls** to specify data storage locations, requiring justification for non-secure data transmission.
- **Augmented mobile device security** by mandating multifactor authentication for accessing Kleinfelder applications.
- **Fortified data breach prevention and regulatory compliance** by implementing sensitivity labels.
- **Revised Remote Work Policy** to limit remote work in high-risk countries, bolstering compliance and data protection.
- **Elevated cybersecurity awareness and training**, emphasizing best practices and incident reporting.
- **Continued to improve the privacy program**, aligning with evolving privacy regulations like California Consumer Privacy Act, Personal Information Protection and Electronic Documents Act, and Australian Privacy Act, ensuring continued focus on data privacy to fortify personal information security for clients and employees amidst changing privacy landscapes.
- **Updated organization Project Risk Policy and processes** to identify new regulatory and contractual data compliance requirements during contract reviews.

RISK MANAGEMENT

Kleinfelder maintains robust risk management practices to proactively identify, mitigate, and manage industry-specific risks. In FY24, operational groups expanded their use of Kleinfelder's Risk Review Policy and Risk Review Matrix, further integrating risk mitigation into project selection, proposal development, and pricing adjustments to account for identified risks.

To enhance risk management at the operational level, Kleinfelder introduced Quality and Risk Managers within each Division. These managers collaborate closely with operational teams to strengthen risk awareness, implement quality procedures, and improve project outcomes.

Additionally, Kleinfelder's Quality Good Catch Program encourages staff to identify, correct, and report quality-related issues before they impact clients, schedules, profitability, and the company's brand. By tracking and analyzing these reports, Kleinfelder gains valuable insights into recurring quality challenges, allowing the company to refine training and education efforts. Since its launch in FY22, employees have reported 453 Quality Good Catches, with 174 occurring in FY24—demonstrating the program's role in maintaining high-quality standards and mitigating risk.

Kleinfelder also implemented revisions to the Quality Management Plan, providing project staff with clearer guidance on quality assurance, documenting quality control measures throughout project execution, and reinforcing risk mitigation strategies to enhance overall project success.

GROWTH THROUGH INNOVATION

At Kleinfelder, innovation is key to staying ahead in a dynamic and competitive market. We leverage advanced technologies to solve complex challenges and optimize processes across our service lines, including automating design processes for utility-scale solar projects, using machine learning to predict groundwater contamination patterns, and leveraging geospatial technology to enhance project delivery and decision-making. By embracing innovation, we achieve better project outcomes for our clients, drive business growth, and ensure Kleinfelder's continued success in a rapidly evolving industry.

Our Innovation Program, which empowers our talented employees to develop and implement technology-driven solutions, achieved several advancements in FY24. The following highlights a few of these key developments.

AI-POWERED DOCUMENT INTELLIGENCE PLATFORM (DIP)

Kleinfelder's AI-powered Document Intelligence Platform (DIP), built on Microsoft Azure and leveraging Microsoft's Form Recognizer service, is transforming how the company processes and analyzes vast amounts of client data. This innovative tool utilizes Optical Character Recognition and custom AI models to extract and organize text and tabular data from scanned and handwritten documents with exceptional speed and accuracy.

This technology has proven invaluable in several key areas, such as:

- **Lead and Copper Rule Compliance:** DIP significantly accelerates the review of records required for compliance with the EPA's Lead and Copper Rule Revisions. By automating the extraction of data from historical documents, such as meter sheets and tie cards, DIP enables faster identification of lead service lines and expedites the development of remediation plans.
- **Water Infrastructure Projects:** DIP assists water utilities with the analysis of vast amounts of historical records, such as work orders and inspection reports, to identify critical information like pipe materials and infrastructure details. This streamlines data analysis and allows for more efficient project planning and execution.
- **Environmental Auditing:** DIP facilitates the efficient processing of large volumes of documents, such as well permitting registration files, by automating the identification and extraction of relevant data. This significantly reduces manual effort and improves the accuracy of audit findings.

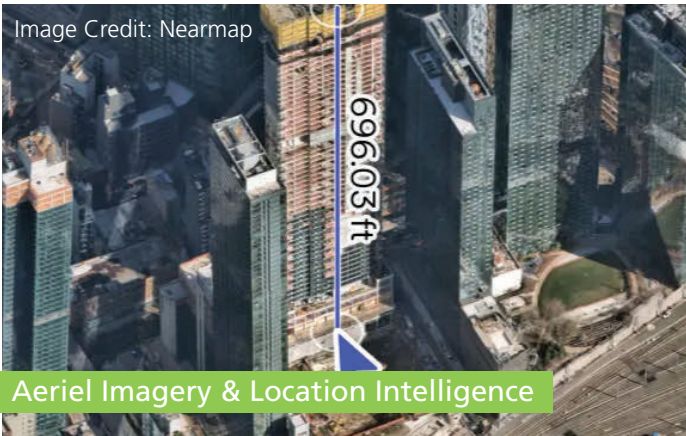
By leveraging DIP, Kleinfelder is able to deliver projects more efficiently, reduce costs, and improve the quality of service for its clients. This platform highlights the company's commitment to leveraging cutting-edge technology to solve complex challenges and drive innovation across its services.

Staff Spotlight: Leveraging Optical Character Recognition



Kleinfelder demonstrated its expertise in lead service line inventory (LSLI) solutions at the New England Water Works Association & New England Water Environment Association Joint Information Technology & Asset Management Fair. A Kleinfelder representative presented on leveraging Optical Character Recognition (OCR) for LSLI, emphasizing how AI-powered OCR can streamline the foundational steps essential for creating a comprehensive LSLI by facilitating the extraction of vital information from various sources and records. As the first step in identifying lead service lines, OCR can act as a catalyst for progress in addressing lead in drinking water.

Image Credit: Nearmap



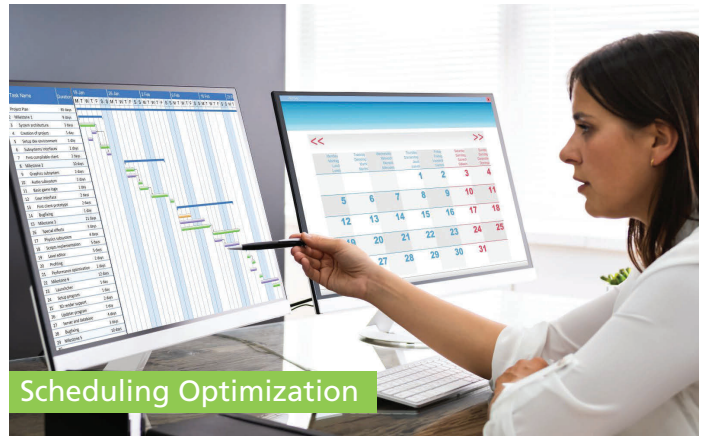
Aerial Imagery & Location Intelligence

NEARMAP: ENHANCING ACCURACY & EFFICIENCY WITH AERIAL IMAGERY

Kleinfelder partnered with Nearmap, a high-resolution aerial imagery and location intelligence platform, to enhance project planning, design, and monitoring. Nearmap's technology provides up-to-date, detailed 2D and 3D imagery, enabling more informed decisions across project development stages.

With Nearmap, Kleinfelder optimizes site selection by assessing terrain, vegetation, and existing structures in real time. During design, its 3D modeling tools refine project plans and visualize designs in context, improving communication with clients and stakeholders. Additionally, Nearmap supports construction monitoring by tracking progress, identifying issues early, and keeping projects on schedule.

The platform's AI capabilities provide deep insights into property data, assisting with asset management and future planning. Nearmap enhances efficiency, reduces costs, and helps Kleinfelder deliver higher-quality solutions.



Scheduling Optimization

SKEDULO: STREAMLINING WORKFORCE SCHEDULING

Kleinfelder implemented Skedulo, an AI-powered field dispatching solution, to optimize the scheduling of field staff and improve operational efficiency. By integrating with TechComp and the Deltek database, Skedulo automates task assignment by analyzing employee skills, location, and availability, ensuring the right person is dispatched to the right job at the right time.

This innovative solution simplifies complex scheduling through a clean, real-time interface, reducing the need for manual coordination. It also empowers employees with mobile access to work details and schedule updates, enhancing flexibility and communication in the field.

By eliminating scheduling inefficiencies, Skedulo helps Kleinfelder deliver more timely and cost-effective solutions for clients, while improving overall workforce productivity.

CMiS: ADVANCING WORKFLOW AUTOMATION AND DECISION-MAKING

Kleinfelder implemented the Construction Management Information System (CMiS) to enhance project efficiency, communication, and decision-making. By integrating advanced data collection, analysis, and reporting tools, CMiS streamlines workflows, minimizes data entry, and ensures data accuracy. Field staff can electronically capture observations using iPads, with photos automatically tagged for location and context. Real-time tracking of RFIs, submittals, and deficiencies improves transparency and keeps projects on schedule. Kleinfelder has further advanced CMiS by incorporating user-friendly features and cutting-edge technologies tailored to field operations, providing clients with greater visibility and control over their projects.

APPENDIX A

DETAILED ENVIRONMENTAL & SUSTAINABILITY REPORTING



ENVIRONMENTAL & SUSTAINABILITY REPORTING SUMMARY TABLE

The following table presents data tracking our environmental footprint criteria and progress.

Sustainability Metrics (Operations)	Jan-Dec 2019 (Baseline) (a)	FY24: Apr 2023- Mar 2024 (b)	FY24 Status (% change from baseline)	FY24 Status (change from baseline)
Kleinfelder Facilities (number)	79	131	66%	increase
Kleinfelder Facilities (square feet)	529,978	821,096	55%	increase
Kleinfelder Number of Full-Time Employees (FTE)	1,669	2,911	74%	increase
Kleinfelder Number of Vehicles	331	625	89%	increase
Kleinfelder Gross Revenue (\$million)	366	672	84%	increase
SCOPE 1 Greenhouse Gas Emissions				
Gasoline Fleet Vehicles (gallons)	262,850	516,293	107%	increase
GHG Emissions Fleet Vehicles (metric tons CO ₂ e)	2,336	4,590	107%	increase
SCOPE 2 Greenhouse Gas Emissions				
GHG Emissions Electricity Purchased and Consumed (kWh)	8,938,442	10,786,722	21%	increase
GHG Emissions Electricity Purchased and Consumed (metric tons CO ₂ e)	3,870	4,498	16%	increase
GHG Emissions Natural Gas Purchased and Consumed (therms)	209,783	264,471	26%	increase
GHG Emissions Natural Gas Purchased and Consumed (metric tons CO ₂ e)	1,112	1,402	26%	increase
TOTAL GHG Emissions (Electricity + Gas; metric tons CO ₂ e)	4,982	5,900	18%	increase
TOTAL GHG Emissions (Electricity + Gas; metric tons CO ₂ e)/square foot	0.009	0.007	-22%	decrease
SCOPE 1 and 2 Greenhouse Gas Emissions (GOAL: 30% Reduction by 2030)				
GHG EMISSIONS TOTAL (Facilities [electricity + natural gas] & Vehicles [gasoline]), mtCO ₂ e	7,318	10,490	43%	increase
GHG EMISSIONS TOTAL (Facilities & Vehicles, mtCO ₂ e)/full-time equivalent (FTE)	4.4	3.6	-18%	decrease
GHG EMISSIONS TOTAL (Facilities & Vehicles; metric tons CO ₂ e)/square foot	0.014	0.013	-7%	decrease
GHG EMISSIONS TOTAL (Facilities & Vehicles; metric tons CO ₂ e)/Gross Revenue	20.0	15.6	-22%	decrease

Sustainability Metrics (Operations)	Jan-Dec 2019 (Baseline) (a)	FY24: Apr 2023- Mar 2024 (b)	FY24 Status (% change from baseline)	FY24 Status (change from baseline)
Waste				
Waste Disposed (in tons)	5,787	6,452	-11%	decrease
Waste Disposed (in tons)/square foot	0.011	0.008	-27%	decrease
Waste Disposed (in tons)/FTE	3.5	2.2	-37%	decrease
Waste Disposed (tons)/Gross Revenue	15.83	9.6	-39%	increase
Human I-T: Tons of eWaste Diverted from Landfills	3	5	67%	increase
Tons of Construction Material Recycled and Reused	450	1,083	141%	increase
Total Tons Diverted/Recycled/Reused	453	1,088	140%	increase
Water Consumption				
Water Usage (in gallons)	7,030,906	12,061,084	72%	increase
Water Usage (in gallons)/square foot	13	15	15%	increase
Water Usage (in gallons)/FTE	4,213	4,143	-2%	decrease
Water Usage (in gallons)/Gross Revenue	19,210	17,948	-7%	decrease
Green Procurement				
Staples, Green Procurement (\$)	\$45,208	\$39,681	-12%	decrease
Staples, Green Procurement (% of cost)	30%	21%	-30%	decrease
Paperless (ARC/Printing) (total print count) (GOAL: 50% reduction by 2030)	5,170,414	1,633,296	-68%	decrease
Paperless (ARC/Printing) (square feet) (GOAL: 50% reduction by 2030)	3,467,535	1,106,483	-68%	decrease
Notes				
mtCO ₂ e = metric tons carbon dioxide equivalent; GHG = Greenhouse Gas; CO ₂ e = Carbon Dioxide equivalent (a) Baseline data for vehicles and furniture is for FY20: April 2019 - March 2020. (b) Kleinfelder has almost doubled in gross revenue between 2019 and FY24, growing organically and through acquiring additional businesses. Facilities have increased by over 50, adding over 290,000 square feet, and FTEs increased by over 1,240 as compared to baseline. Utility costs are often included in rent; therefore, for FY24, 57% of electricity consumption, 72% of natural gas consumption, 92% of waste disposal, and 80% of water usage is estimated based on square footage of facilities times literature values. 11 facilities are LEED/Energy Star-certified. 3% of the fleet vehicles represent hybrid vehicles.				

APPENDIX B

HEALTH & SAFETY DATA REPORTING



KLEINFELDER HEALTH & SAFETY DATA

FY = Fiscal Year; CY = Calendar Year

Metric	3 Year Average	FY 2024	FY 2023	FY 2022	FY 2021
Experience Modification Rating (EMR)					
Interstate	1.01	1.11	1.00	0.91	0.89
Metric	3 Year Average	CY 2024	CY 2023	CY 2022	CY 2021
OSHA RECORDABLE DATA					
Total Recordable	13	9	11	18	17
OSHA RATE CALCULATIONS					
All Recordable Incidents (TRIR)	0.65	0.43	0.58	0.93	0.92
Lost & Restricted Incidents (DART)	0.14	0.05	0.10	0.26	0.11

CENTURY, A KLEINFELDER COMPANY, HEALTH & SAFETY DATA

Metric	3 Year Average	FY 2024	FY 2023	FY 2022	FY 2021
Experience Modification Rating (EMR)					
Interstate	1.71	1.49	1.81	1.83	2.30
Metric	3 Year Average	CY 2024	CY 2023	CY 2022	CY 2021
OSHA RECORDABLE DATA					
Total Recordable	4	3	4	3	4
OSHA RATE CALCULATIONS					
All Recordable Incidents (TRIR)	0.64	0.50	0.72	0.51	0.70
Lost & Restricted Incidents (DART)	0.35	0.00	0.18	0.51	0.35

GTS, A KLEINFELDER COMPANY, HEALTH & SAFETY DATA

Metric	3 Year Average	FY 2024	FY 2023	FY 2022	FY 2021
Experience Modification Rating (EMR)					
Interstate	1.01	1.11	1.00	0.91	0.89
Metric	3 Year Average	CY 2024	CY 2023	CY 2022	CY 2021
OSHA RECORDABLE DATA					
Total Recordable	0	0	0	1	0
OSHA RATE CALCULATIONS					
All Recordable Incidents (TRIR)	0.12	0.00	0.00	0.35	0.00
Lost & Restricted Incidents (DART)	0.00	0.00	0.00	0.00	0.00

APPENDIX C

EMPLOYEE DEMOGRAPHICS FULL-TIME EQUIVALENTS



FY24 U.S. EMPLOYEE DEMOGRAPHICS: FULL-TIME EQUIVALENTS (FTEs) ONLY

Job Category	Male									Female								
	American Indian/AK Native	Asian	Black/African American	Hispanic or Latino	Native HI/Other Pacific Isl.	White	Two or More Races	Male Totals	% Male Minority	American Indian/AK Native	Asian	Black/African American	Hispanic or Latino	Native HI/Other Pacific Isl.	White	Two or More Races	Female Totals	% Female Minority
Exec./Sr. Level Officials & Mgr.	0	1	0	0	0	21	0	22	5%	0	0	0	0	0	7	0	7	0%
First/Mid-Level Officials & Mgr.	0	10	5	17	1	200	4	237	16%	0	3	2	5	0	62	0	72	14%
Professionals	3	93	40	104	6	778	30	1054	26%	1	42	21	66	8	378	20	536	29%
Operatives	1	1	1	1	1	20	1	26	23%	0	0	0	0	0	1	0	1	0%
Technicians	5	17	38	58	2	335	14	469	29%	1	2	2	5	0	31	1	42	26%
Admin. Support Workers	2	7	7	10	0	47	2	75	37%	1	17	17	26	0	144	7	212	32%
TOTAL	11	129	91	190	10	1,401	51	1,883	26%	3	64	42	102	8	623	28	870	28%
U.S. Total	2,753																	

Notes:

% Female FTEs = 32%

% Minority FTEs = 26%

Total FTEs including Australia and Canada = 2,911

Data provided as of 3/31/2024 (end of Kleinfelder's fiscal year 24)

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