



KIEWIT'S COMMITMENT TO TALENT DEVELOPMENT

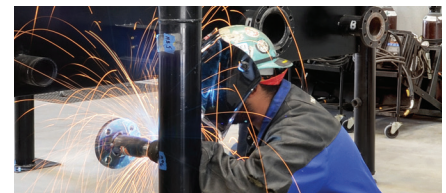
We're proud to partner with our clients to design and build the infrastructure that communities across North America depend on for a safe and prosperous future. Our staff and craft employees have the knowledge, experience and grit to complete jobs of varying scopes and sizes, safely, on time and on budget.

We're committed to providing our workforce the support and resources they need to capitalize on their skills and deliver these construction and engineering projects. We support long and prosperous careers that offer continuous opportunities to learn something new, take on more responsibilities, advance within the organization and write their own legacies.

OUR EFFORTS

Training and development resources available to Kiewit staff and craft employees include:

- ***On-the-job training***
Kiewit COO Rick Lanoha summed up the importance of on-the-job training in an address to employee owners when he said, "On our jobs is where we learn how to do our jobs." Kiewit employees learn and refine their skills best by rolling up their sleeves and getting involved in on-site operations. Engaging with key craft and experienced managers every day allows them to identify areas to become more technically proficient. Management is expected to be hands-on and recognize employees who are ready for more responsibility, and give it to them.
- ***Corporate schools***
At Kiewit University in Nebraska and The Training Center in Colorado, more than 6,000 learners participate in various technical, managerial and leadership courses, designed to complement on-the-job training annually. Every course is developed by Kiewit people, for Kiewit people, and there are career-long professional development opportunities for participants of every responsibility level. The curricula educates employee learners on business and finance, and develops technical, management and leadership skills, while reinforcing our company's culture and core values.
- ***Self-directed learning***
External self-directed learning products allow employees to learn new skills, or master existing ones.. These resources, provided by various eLearning organizations, offer the flexibility to expand business knowledge, technical and soft skill sets, and the opportunity to complete continuing education credits and professional development hours. Modern delivery methods like eLearnings, video and webinars complement our traditional classroom training. Kiewit also offers tuition reimbursement for employees looking to further their education and grow their careers at Kiewit.





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- *Executive Leadership Development Program (ELDP)*

Our Executive Leadership Development Program (ELDP) assists current organizational leaders in identifying and preparing the next generation of top Kiewit leaders. Employees selected for ELDP participate in four modules – leadership, operations, business and finance, and entrepreneurial. They're challenged to grow as leaders and demonstrate the competencies required to serve our company and the entire industry well in their potential future roles. Current executive leaders organize, deliver and oversee the programming, empowering them to be stewards of the company and prepare their own successors with an appreciation for and detailed understanding of the Kiewit ways of doing business.

- *Right-Time Feedback*

To provide employees with routine feedback on their personal and professional development, our Right-Time Feedback review process delivers frequent, informal feedback centered on telling employees what's important and making them good at it. It's a more progressive approach that replaced a review cycle focused on annual dates on the calendar, rather than crucial moments on an employee's career path.

Oversight of Kiewit's training and development programing is entrusted to our Talent Development department, made up of development professionals whose mission is to ensure every employee has the opportunity to reach their maximum potential. These individuals bring varying perspectives and career backgrounds, including different experiences within our organization to help develop a well-rounded training program. They routinely collect feedback from employee learners, managers and executive leaders to ensure the needs of the business and employees are being met, and make adjustments when necessary.

