

Strategic Plan 2023



PURPOSE

P

Exploring beyond the surface

We are critical thinkers who explore beyond the surface of our careers, our people, our clients' technical challenges, our geographies, and our company. Our Purpose is the reason we do what we do, guiding us in our everyday work.



VALUES

V

Caring
Excellence
Courage
Integrity
Curiosity
Prosperity

These Values reflect our beliefs, govern our actions, and shape our culture. Most importantly, our Values guide our behavior in how we treat other employees, our clients, and everyone around us.



VISION

V

Together...

We are the best at people.
We lead innovation.
We are dominant in our markets.

Our Vision is where we plan to be in 2023 – it's aspirational. It inspires us to continually move forward on our journey together.



OBJECTIVES

O

Company Objectives & Services

Our Objectives inform us of what and how we will achieve our Vision. They are the focus of our annual Operations Plans' development and implementation.



Safe, profitable growth is the foundation of our company.

Delivering top-line growth and bottom-line profit while keeping all employees safe is Prosperous Growth. Without these foundational elements, we cannot be successful. When we achieve Prosperous Growth, we experience the full potential of our Strategic Plan.

Terracon

COMPANY OBJECTIVES AND SERVICES



Starting with safety, we care for every employee, and our employees feel connected to each other and included as part of our team.



We achieve our company objectives by working closely together as a team, delivering integrated services and a client experience that differentiates us. Below are key areas of growth and opportunity:

We develop leaders and a culture where relationships are based on trust.



We provide our employees with the opportunity to reach their full potential and to have an excellent employee experience.



We select and promote employees who embrace our Purpose, Values, and Vision.



We work together as a team to deliver an outstanding client experience.



We are technically excellent and advance the standards of practice.



We are always growing and expanding our services and diversifying our markets, executing both routine and challenging projects.



We apply technology, knowledge, and data to deliver an excellent employee and client experience.



We are engaged in finding better ways and being innovative.



We are all employee-owners through broad-based employee ownership.



We all achieve financial and career success through strong company financial performance.



We are corporate stewards, engaged in the communities where we work, and are committed to ethical and sustainable business practices.



ENVIRONMENTAL

- National leader in real estate due diligence
- Site assessments
- Site investigation/remediation
- Asbestos/industrial hygiene
- Regulatory compliance
- Natural and cultural resources – environmental planning and permitting
- Remediation design and construction services
- Emerging contaminants and advanced investigation and remediation technologies

FACILITIES

- The dominant U.S. firm for:
 - Facility Asset Management
 - Building Enclosure Consulting
 - Equity PCA due diligence services
- Structural and materials diagnostics in major metropolitan markets
- Complete solutions, including investigation, design, and remedial construction for pavements and building enclosure systems
- Continued strong growth of our adjacent MEP/Energy, Construction Consulting, and Aquatics services

GEOTECHNICAL

- Dominant technical leader in the geotechnical engineering practice
- Data analytics to predict site conditions
- Collaborative geotechnical consulting
- Geotechnical site characterization using automation, sensors, in-situ testing, and geophysics with digitally delivered results
- Complete geotechnical design, contractor selection, and construction management services
- Foundation testing and instrumentation for design validation and long-term monitoring

MATERIALS

- Lead the commercial sector, and be dominant in highway, transportation, aviation, and infrastructure
- Construction engineering and inspection (CEI)
- Construction QA/QC
- Construction management and owner's representative services
- Non-destructive testing and evaluation (commercial, transportation, and infrastructure sectors)
- Advanced field testing capabilities (specialty testing and investigative techniques)