

# SKANSKA

February 3, 2014

Phil Olsen - President  
Know Your Strengths  
112 Hitching Post Road  
Bozeman, MT 59715

Dear Phil:

We are now in our seventh year of using the PDP tool and working with you personally as well as your group of consultants you have brought to Skanska. I can't believe it has gone by so quickly.

The impact that you have brought to Skanska has been terrific. We are now at 4,000+ employees who have completed the PDP Pro Scan. All of whom were impacted with the tool which directly has helped them better lead themselves and work best with their colleagues. As you know, we are a \$5 Billion+ company comprised of hundreds of project teams building construction projects throughout the United States and globally. The PDP tool has been especially terrific in helping us develop project teams to "Outperform" with a better understanding of how to work with each other, to cull out individuals' strengths and put them to optimal use for the sake of the project and the project team.

We now use the tool to now better connect with our clients, our key vendors, our Joint Venture partners, architects and designers. Furthermore, we use in our recruiting efforts as well as helping us look at the organization, and roles within the organization, as a whole.

What you have brought to us, along with your service, training and consultancy has been a terrific add to this company and our desire to be Great Leaders and to lead in our industry.

And lastly, you have been terrific in training an entire group of HR Professionals across the United States in order that we can deploy these tools to our internal clients. As a result, we are able to provide a direct impact to the success of any project team...whether they are building the next high rise in New York City or the next metro rail extension in Los Angeles.

Thank you for all of this. You, your network and the PDP tool have been very good to Skanska. Thank you for the introduction/consultancy/training....and most importantly, partnership.

Sincerely,

A handwritten signature in black ink, appearing to be 'JB', written over a faint, illegible printed name.

John Benson  
Senior Director – Human Resources