



To: All Wells Concrete Employees
From: Dan Juntunen, President/CEO
Jeff Booth, Corporate Safety Director
Date: January 15, 2014
Re: Safety Policy Statement

Wells Concrete's safety program is established to create accountability for each individual's behavior. The intent of this letter is to clarify your obligation to personally work in a safe manner; with that Wells Concrete clearly establishes your direct supervisor or manager has the obligation to protect you by enforcing safety rules. Safety truly is our top priority at Wells Concrete. If you feel you are being asked to perform an unsafe act you must, as a condition of employment for you to work for Wells Concrete, stop what you are doing and get your supervisor or manager involved immediately.

An overview of the safety program includes the following. Safe behavior is now a condition of employment with Wells Concrete. You are required to make sound decisions that support yourself and those working around you. If we feel you are making decisions that put you as an employee, other employees, and/or Wells Concrete at risk, you may be asked to leave the company immediately and permanently.

Bringing safety concerns or issues forward should be communicated as follows.

1. Begin by taking your concern to your immediate supervisor and manager; they are committed to getting back to you in a timely manner.
2. If you do not receive a response that eliminates the safety issue, you should continue to escalate your concern to your direct safety contact at the plant or field level.
3. The next level to advance your concern would be the Corporate Safety Director.
4. If the Corporate Safety Director does not respond appropriately to eliminate your safety concern, you may contact the CEO of Wells Concrete and discuss your concern with him.

Your personal safety is of the utmost importance to Wells Concrete and we do not condone unsafe acts that will risk your safety or life. All employees will be held accountable for unacceptable safety decisions, including Supervisors, Managers and Vice President level positions. No employee is an exception to the safety rules.

By signing below, you recognize and accept that all Wells Concrete employees will begin an aggressive approach to coaching and disciplining poor safety behaviors at all levels. If you are acting in an unsafe manner and have been educated on that process or procedure, you will receive corrective action up to and including termination. For further information on the disciplinary process, please refer to your employee handbook under conduct/discipline. As you begin each part of your job, you must safety check yourself by not cutting corners and continuously improving our processes and procedures to become "Best in Class" in our industry. Your personal safety success is critical for our company; we must work safer each day and practice self-awareness while at work.

Keys to a successful safety program:

1. If you feel you are being asked to do something unsafe, STOP as our company does not condone it.
2. If you are making poor safety decisions you may be asked to leave the company.
3. Your position in the company is irrelevant when it comes to working safe, this applies to ALL employees.
4. Self-awareness is critical. Practice safe behavior and hold those around you accountable to be safe as well.

Dan Juntunen, President and CEO

Jeff Booth, Corporate Safety Director