



Equal Employment Opportunity/Affirmative Action Policy Statement

Michels Corporation ("Company") provides equal employment opportunity to all employees and applicants. The Company prohibits discrimination and harassment on the basis of race (including hairstyle or texture), creed, color, religion, sex (including pregnancy, childbirth, and related medical conditions), age, national origin/ancestry, disability, military and veteran status, sexual orientation, gender identity or expression, marital status, familial status, genetic information (including family medical history), work-related injury, arrest and conviction record, use of public assistance, local human rights commission activity, work authorization status, or any other characteristic protected by federal, state or local law. The policy also applies to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with the Company.

The Company is committed to ensuring that any Human Resources activity or action impacting terms and conditions of employment, including recruiting, hiring, placement, formal or informal training (such as on-the-job training, co-op programs, apprenticeships and management trainee programs), job classifications, work assignments, transfers, assignment of overtime hours, promotion, lay-off, recall and termination and other related programs are provided fairly to all persons. Similarly, all salaries, wages and benefit programs will be administered in conformity with this Policy. The Company encourages each employee to develop their skills so that they can achieve their fullest potential. Therefore, we encourage all employees to continually seek opportunities to upgrade their skills and job knowledge and to ask their supervisor about training programs that might be appropriate for the goal of furthering their career path.

The Company pledges that it will maintain a working environment free of harassment, intimidation, and coercion at all its locations. Harassment of any type and against any protected class will not be tolerated and may result in sanctions up to and including immediate dismissal. Employees who believe that they have been victims of discrimination or harassment of any kind are urged to immediately report such incidents to their supervisor and/or the Michels Corporation Human Resources Department, who has the overall responsibility of investigating and resolving complaints at the Company. The Company maintains and enforces a separate policy on harassment prevention, complaint procedures, and penalties for violations.

The Company's Equal Employment Opportunity (EEO)/Affirmative Action Policy is a public document. All managerial personnel, supervisory personnel, and employees must share in the responsibility to ensure the Company's compliance with the EEO/Affirmative Action Plan. This Policy is available on our web site (www.michels.us) and is posted at all offices and job sites. Our EEO commitment appears on our company letterhead and all our employment advertisements.

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The Company prohibits employees, subcontractors and their employees, suppliers and others doing business with us to engage in any form of discrimination, human trafficking and forced labor activities.

Jamie Mielke, Michels Corporation Vice President of Human Resources, has been appointed to serve as the EEO Officer. The EEO Officer will ensure that the Company is in full compliance with EEO requirements and has full authority to carry out all required EEO-related duties. Should you have any questions about this Policy, please contact the EEO Officer during normal business working hours (8 a.m. to 5 p.m. CST) at 920-583-3132.

It is the Company's intention that all actions and decisions will support the spirit of this Policy and program. It is incumbent upon every employee to do the same. The Company does not tolerate retaliation or threats of retaliation against anyone who raises a concern under this policy or who assists with an internal or governmental audit or investigation.

Patrick D. Michels, President/CEO

1/01/2025

Date



Equal Employment Opportunity/Affirmative Action Policy Statement

Michels Energy Group, Inc. ("Company") provides equal employment opportunity to all employees and applicants. The Company prohibits discrimination and harassment on the basis of race (including hairstyle or texture), creed, color, religion, sex (including pregnancy, childbirth, and related medical conditions), age, national origin/ancestry, disability, military and veteran status, sexual orientation, gender identity or expression, marital status, familial status, genetic information (including family medical history), work-related injury, arrest and conviction record, use of public assistance, local human rights commission activity, work authorization status, or any other characteristic protected by federal, state or local law. The policy also applies to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with the Company.

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A handwritten signature in blue ink, appearing to read "Robert C Osborn".

Robert Osborn, President

1/01/2025

Date



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Micon Group, Inc. ("Company") provides equal employment opportunity to all employees and applicants. The Company prohibits discrimination and harassment on the basis of race (including hairstyle or texture), creed, color, religion, sex (including pregnancy, childbirth, and related medical conditions), age, national origin/ancestry, disability, military and veteran status, sexual orientation, gender identity or expression, marital status, familial status, genetic information (including family medical history), work-related injury, arrest and conviction record, use of public assistance, local human rights commission activity, work authorization status, or any other characteristic protected by federal, state or local law. The policy also applies to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with the Company.

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A handwritten signature in black ink, appearing to read "Phillip Michels", is written over a horizontal line.

Phillip Michels, President

1/01/2025

Date



Equal Employment Opportunity/Affirmative Action Policy Statement

Michels Preconstruction Services, Inc. ("Company") provides equal employment opportunity to all employees and applicants. The Company prohibits discrimination and harassment on the basis of race (including hairstyle or texture), creed, color, religion, sex (including pregnancy, childbirth, and related medical conditions), age, national origin/ancestry, disability, military and veteran status, sexual orientation, gender identity or expression, marital status, familial status, genetic information (including family medical history), work-related injury, arrest and conviction record, use of public assistance, local human rights commission activity, work authorization status, or any other characteristic protected by federal, state or local law. The policy also applies to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies and any other persons or firms doing business for or with the Company.

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MICHELS[®]

**PRECONSTRUCTION
SERVICES, INC.**

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Craig Vandaele, Vice President

1/1/2025

Date

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Matt Smith, President

1/01/2025

Date