A blue-tinted background image of a construction site. In the foreground, a worker in a hard hat and safety harness is visible. In the background, another worker is seen, and the skeletal structure of a building under construction is visible with various beams and scaffolding.

# CONCRETE STRATEGIES CODE OF BUSINESS ETHICS & CONDUCT

CONSTRUCTION SUCCESS  
**CONCRETE**  
STRATEGIES

# DOING WHAT IS RIGHT

No person or document can tell you what is right or wrong in every business situation. If you are ever in doubt, ask yourself:

- Is this Legal? Have I checked with the company's Legal Department?
- Would it conflict with any of Concrete Strategies' core values: Safety, Integrity, Diversity, Sustainability and Excellence?
- Am I involving the right people?
- How would I feel telling my family or children about my decision?
- If I choose to act on this situation, would my decision be fair?
- How would I feel reading about my choice in a newspaper, or explaining my choice to a judge or jury?

## Remember:

- If you know it's wrong, don't do it.
- If in doubt, ask.
- Continue asking until you get an answer.
- Don't ignore what you believe to be illegal or unethical conduct.
- Set an example for others.
- Take responsibility for doing the right thing. For managers, this includes taking responsibility for having the proper and necessary policies, procedures and an environment to do the right thing.
- This Code is only a guide; it is to be interpreted as broadly as possible, and should be read and understood with a mindset of seeking compliance.

# LETTER FROM THE PRESIDENT



Dear Fellow Employees:

I'm very proud that Concrete Strategies is a respected leader in the industry that delivers on our commitments to customers and adheres to the highest of standards in the ethical conduct of our business.

This Code of Business Ethics and Conduct reflects our continuing and absolute determination to do the right thing, recognizing that this is a huge challenge in today's complex business environment. We have a diverse workforce and projects all across the nation. Our clients, suppliers and partners are small and large, private sector and government, local and nationwide. This diversity creates many challenges for us as we carry out our unyielding commitment to conduct our business responsibly, ethically and legally.

The standards established in this Code are not new. The code summarizes, clarifies and sometimes updates our existing standards for employee conduct so that we can all act consistently within the framework of our mission and values.

While we operate all across the country in many different business climates, we must always work within our high standards. Follow this Code of Business Ethics and Conduct. If you are ever unsure about the proper course of action, seek guidance from your supervisor or from upper management. Our success depends on it. Our success depends on you.

Sincerely,

A handwritten signature in black ink that reads "Joe Vitale". The signature is written in a cursive, flowing style.

**JOE VITALE**

President

Concrete Strategies



**WHY DO WE HAVE A CODE OF BUSINESS ETHICS AND CONDUCT?**



**CREATIVITY**  
**TEAMWORK** **RESULTS**

**CONCRETE STRATEGIES' SUCCESS** depends on our reputation, performance and how we treat others – employees, clients, suppliers, competitors, governments and communities. While business practices and customs vary by culture and geography, Concrete Strategies' management has established the high standards that we must live up to at all times in order to be successful in how we do business.

This Code is the centerpiece of Concrete Strategies' guidance on ethical business conduct and is derived from and supports other company policies and procedures — all of which help ensure appropriate business conduct.

## GETTING HELP AND REPORTING SUSPECTED PROBLEMS

You should normally proceed as you would in other situations by first considering the steps you can take to try to remedy the situation. If possible, discuss the question or concern directly with the person involved. Then try contacting your immediate supervisor. However, if your supervisor's response is not adequate or does not satisfy you or if it is uncomfortable or inappropriate for you to speak to your supervisor, there are other options:

- Your supervisor's supervisor (and escalate further up the reporting chain as necessary)
- The Code Compliance Officer \*
- Concrete Strategies' Compliance and Ethics Hotline

\*The Chief Financial Officer of Concrete Strategies will serve as "The Code Compliance Officer".

Situations can and do arise where getting an answer is not easy or where it is necessary to report a concern about suspected unethical misconduct. Concrete Strategies is committed to doing the right thing and will protect you from retaliation if you report suspected illegal or unethical conduct in good faith.

## FAIR EMPLOYMENT PRACTICES

Employment decisions — such as hiring, promotion, pay and termination — should be made on the basis of qualifications, experience, competence, and performance, and not because of a person's protected characteristics, which may include: Gender, Race, Color, Religion, National Origin, Marital Status, Pregnancy, Age, Disability, Veteran Status, Sexual Orientation, Affiliations and Associations.

## WORKPLACE HARASSMENT

Employees should work in a safe and professional atmosphere, where merit and competence are vital, and diversity and trust are promoted. We strive to create a work environment that is free from harassment. Workplace harassment can occur in many forms including verbal, physical or visual. All forms of harassment share a common trait — the behavior may create an intimidating, offensive or demeaning environment.

Examples of potential sexual harassment can include: unwanted advances, inappropriate sexual jokes, sexually suggestive comments, touching, requests for sexual favors and inappropriate comments about appearance. Other examples of harassment include: offensive comments, jokes or pictures related to race, religion, ethnicity, gender or age. Even materials and comments sent privately using company e-mail or voice-mail can be considered harassing, and have no place at Concrete Strategies.

## BACKGROUND CHECKS

Just as we try to require that the employees and subcontractors we hire are competent and professional, we must also know that they are reputable and honest. Concrete Strategies routinely conducts pre-employment background checks on new hires as appropriate on an as-needed basis. Anyone involved in procurement decisions and hiring of contractors should also conduct appropriate background checks of the contractors consistent with Concrete Strategies' policies.

# CONCRETE STRATEGIES' SUCCESS DEPENDS ON OUR REPUTATION, PERFORMANCE AND HOW WE TREAT OTHERS

## FINANCIAL CONTROLS: ACCURATE, FULL AND FAIR DISCLOSURE

Managers must take responsibility that adequate resources and oversight are devoted to properly implementing and following financial controls on all projects, at all locations and at all times.

The accuracy of our financial results depends on each and every employee properly recording information such as: time charges, change orders, project estimates, expenses, and payroll. As an employee, you should verify that any financial results for which you are responsible are accurate and complete.

No employee should ever be pressured to alter financial or other data to “meet the numbers,” “help the company,” or for any reason not related to actual financial performance. Any manager or employee who pressures or asks another employee to inappropriately alter financial results or other information, or who do so themselves will be subject to discipline, up to and including termination.

## CONFLICTS OF INTEREST

A conflict of interest occurs when an employee's personal or financial interests take priority over the company's best interests. An easy example would be if a Concrete Strategies manager hired a subcontractor owned by his or her family. The manager's ability to fairly and objectively hire and then manage a subcontractor owned by his or her family could be compromised or appear to be compromised. This is called a conflict of interest and must be disclosed to the company.

### Examples of conflicts of interest include:

- Hiring or recommending the hiring of a supplier, subcontractor, agent or consultant where the Concrete Strategies employee has a close family member employed by, or has a substantial ownership stake in the entity
- Performing services for or serving as a director or consultant for a Concrete Strategies competitor, supplier, subcontractor or agent while employed by Concrete Strategies

- Taking a business opportunity for yourself or close family member that rightfully belongs to Concrete Strategies or is in competition with Concrete Strategies
- Using company assets, contacts or other resources to start or support a private business or non-profit organization

These rules on conflicts of interest apply to relationships with any Concrete Strategies supplier, agent, contractor, consultant or client as well as to any person or organization that is actively seeking to win business from Concrete Strategies.

When other employees, suppliers, clients, the government and other groups and individuals perceive that Concrete Strategies or an employee has a conflict of interest that calls into question our business integrity, our reputation can be as damaged as would be with the existence of an actual conflict. Thus, it is important to avoid even the appearance of a conflict of interest.

Many conflicts of interest can be resolved acceptably if they are disclosed to the company beforehand. The important point is to let your supervisor or management know about your potential conflict.

See the Code of Business Ethics and Conduct: When the U.S. Government is Our Client for information regarding conflicts of interest, or Organizational Conflicts of Interest, when dealing with government entities.

## GIFTS, ENTERTAINMENT AND BUSINESS COURTESIES

To win and keep business, entertaining potential clients, existing clients and partners is part of accepted business practice. However, gifts, meals and entertainment with clients, suppliers and partners must be reasonable. This includes when Concrete Strategies is both giving and receiving such business courtesies. We must not compromise or appear to compromise our ability to make objective business decisions. If others believe that a business decision was made because of a gift or business courtesy and not purely on the basis of merit and sound business judgment, our reputation will be harmed.



Common business courtesies that are usually acceptable and do not ordinarily require prior approval include: occasional meals with outside business associates, occasionally attending sports and other cultural events with business associates, occasionally accepting reasonable and customary gifts, and accepting promotional items of nominal value such as shirts, golf balls, or coffee mugs.

When excessive gifts are received from suppliers of goods and services, the item must be returned to the supplier with a clear explanation that the gift violates the company's gifts and entertainment policy. Consult your supervisor or management for guidance.

When U.S. federal, state or local and certain government entities are involved, more restrictive rules usually apply. See the Code of Business Ethics and Conduct: When the U.S. Government is Our Client for more details.

## PROTECTING COMPANY ASSETS

Concrete Strategies employees manage and utilize significant information in its projects every day. We are often entrusted with highly confidential data and information by our clients, suppliers and partners. We must respect and protect our own and others' information with the utmost care. A variety of company policies and procedures exist in order to protect Concrete Strategies' assets. It is equally important that you be prudent and vigilant, both on and off the job, in protecting our confidential and sensitive information.

Managers should oversee that confidential and proprietary information is provided to other employees only on a need-to-know basis and that safeguards are put in place to protect this information from unintended or deliberate misuse.

Employees who are required to bill their time to the company or clients must report their time accurately and fairly.

## COMPETING FAIRLY IN THE MARKETPLACE

Concrete Strategies succeeds in the marketplace because we deliver superior services and results to our clients. We believe in the free market system where merit, quality, price and other objective factors determine who succeeds. Concrete Strategies' employees should never agree to set pricing or contract terms in coordination with a competitor. Laws prohibit price fixing, dividing territories, agreeing to contract terms, and other similar activities with competitors that negatively impact the consumer and are counter to free market principles.

Concrete Strategies is committed to conducting its business responsibly, ethically and legally, which includes avoiding even the appearance of improper information gathering. It is important to know what you can and cannot do, and what you need to be careful about.

### Competitive information that is generally acceptable to use includes:

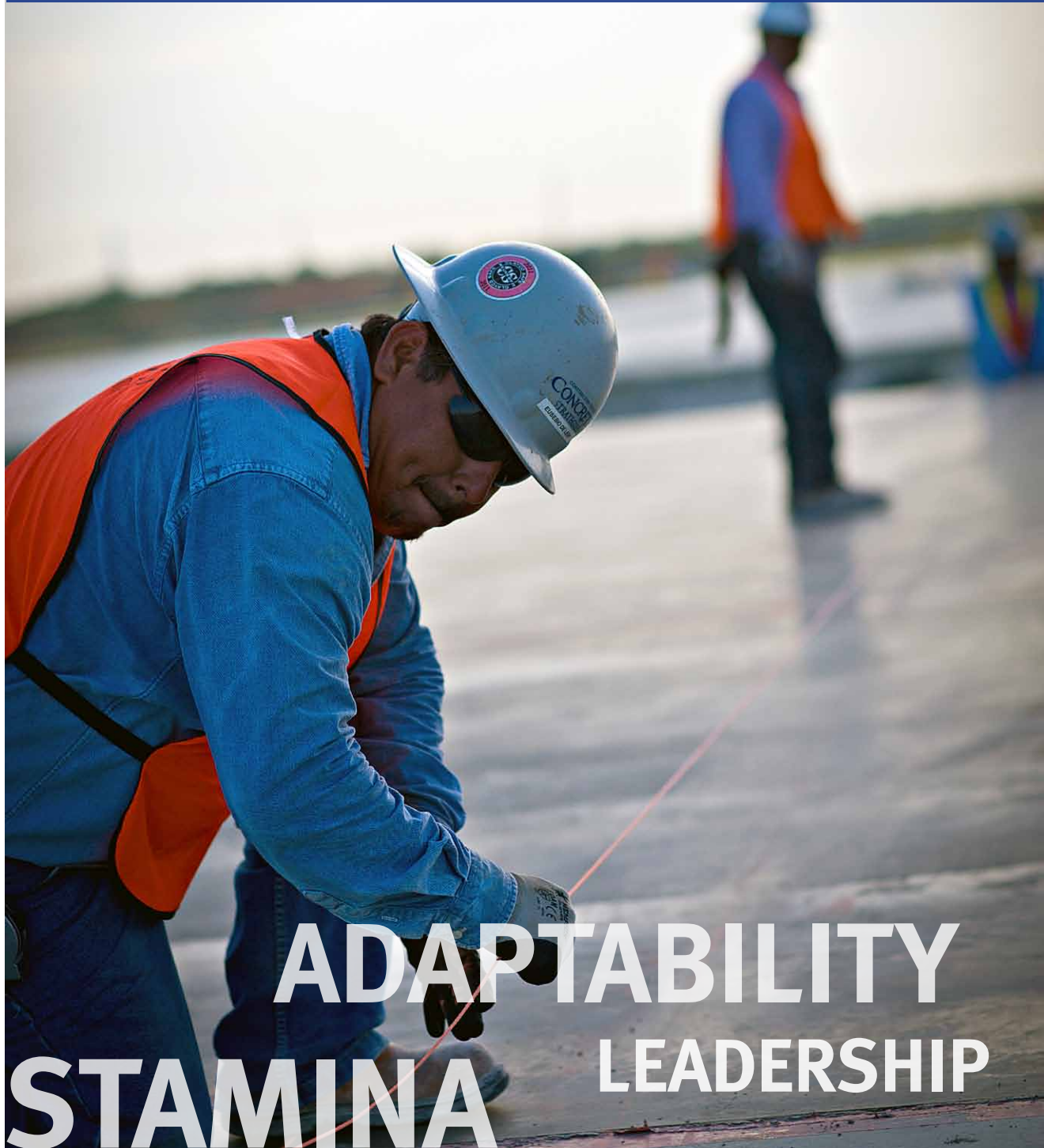
- Newspapers, press accounts or information publicly available on the Internet
- Other public information such as annual reports or published sales materials
- Conversations with clients – but not to obtain confidential information
- Industry surveys from reputable consultants or firms

### Never use the following:

- Information on a competitor that someone offers to sell
- A competitor's confidential or proprietary information or something similar belonging to anyone else
- Confidential or proprietary information in any form discussed by new hires from prior employers

Competing vigorously is vital, but we must do so honestly and fairly. You should never make disparaging statements that are false or misleading about competitors or their services.

**CODE OF BUSINESS ETHICS AND CONDUCT:  
WHEN THE U.S. GOVERNMENT IS OUR CLIENT**



**ADAPTABILITY**  
**STAMINA** **LEADERSHIP**



**WHEN THE U.S. GOVERNMENT** or a government entity is our client, special laws and rules apply that are considerably stricter than those applicable to commercial clients. Any Concrete Strategies employee or officer working on government contracts must know and abide by these laws and rules. Concrete Strategies should only select subcontractors, temporary workers, agents and suppliers who act in a manner consistent with the standards contained in this Code.

Employees who work in both the government and commercial sectors must clearly understand the different rules, regulations and procedures that apply in each sector. Any employee with questions or concerns should contact their supervisor.

The topics that are covered in this section do not, by themselves, provide sufficient information and guidance to ensure consistent compliance. Therefore, all employees working on Federal contracts or subcontracts should familiarize themselves with those aspects of Federal procurement laws and regulations that pertain to the projects on which they are working.

## **GIFTS, ENTERTAINMENT AND BUSINESS COURTESIES**

U.S. federal and state government agencies have strict rules prohibiting giving gifts, meals and other favors to government employees. Items such as amusement, diversions, social activities, and any directly associated costs such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities are not allowed. This requirement is contained in the Federal Acquisition Regulations (FAR).

Violations of these rules can result in loss of the contract, loss of Concrete Strategies' ability to do other government work and criminal prosecution. Even if the government employee is willing to accept the gift, you must act consistently with the agency's rules.

## **ORGANIZATIONAL CONFLICTS OF INTEREST (OCI)**

Because Concrete Strategies performs work for U.S. Government entities, we are subject to rules related to organizational conflicts of interest (OCI). Basically, an organizational conflict of interest occurs when, because of a pre-existing business relationship or project, Concrete Strategies has a potential unfair competitive advantage or could be seen as not being impartial in obtaining or performing work for another entity related to government work.

It is important to note that an OCI occurs even when there is only the potential for one of the elements to occur. All employees working on government-funded projects are required to complete specific training focused on identifying Organizational Conflicts of Interest, how to avoid them, and what to do when they exist.

All OCI or potential OCI must be disclosed to the government. Questions or issues should be directed to your supervisor or Legal Department.

## **ACCURACY OF INFORMATION AND REPORTS**

Providing inaccurate or misleading information or reports to a government client is illegal. All reports given to the government must be complete and accurate. Carefully review all reports, information and invoices sent to government clients.

## TIME CHARGING AND UNALLOWABLE COSTS

While different Federal contracts may prescribe special time charging practices, it is not permissible to charge a customer for hours not actually worked, or to charge time worked on one contract when the hours were worked on a different contract. These fundamental rules apply, regardless of direction to the contrary by a supervisor, and regardless of the type of contract. All time must be properly, accurately and precisely reported.

Generally, reasonable costs incurred in connection with reimbursable cost government contracts can be charged to the government as allowable costs. However, certain costs on government contracts are “unallowable” and cannot be charged, such as alcohol, political contributions and first-class travel costs (in most circumstances). Before allocating your time or an expense to a particular cost category, be sure the time or expense is properly and accurately categorized.

## CHANGE ORDERS

When government representatives request work that is different from or in excess of that prescribed by the contract, it is critical to obtain the Government Contracting Officer’s written direction before proceeding. While we must always strive to please our customers, failure to give proper and timely notification to the contracting officer when a contract change is encountered could jeopardize Concrete Strategies’ ability to obtain compensation for changed contract work; it is imperative that Concrete Strategies employees working on Federal contracts understand what they must do, and when they must do it, if the government changes its contract requirements.

# COMPLIANCE AND ETHICS HOTLINE

If after you have raised a concern with the contacts suggested in this Code and/or are uncomfortable about using one of the other resources identified in the Code, or you wish to raise an issue anonymously, contact the Compliance and Ethics Hotline at:

## Telephone:

- English speaking USA and Canada: (877) 472-2110  
(not available from Mexico)
- Spanish speaking North America: (800) 216-1288  
(from Mexico user must dial 001-800-216-1288)

## E-mail:

[reports@lighthouse-services.com](mailto:reports@lighthouse-services.com)

(users to include your company name with their complaint)