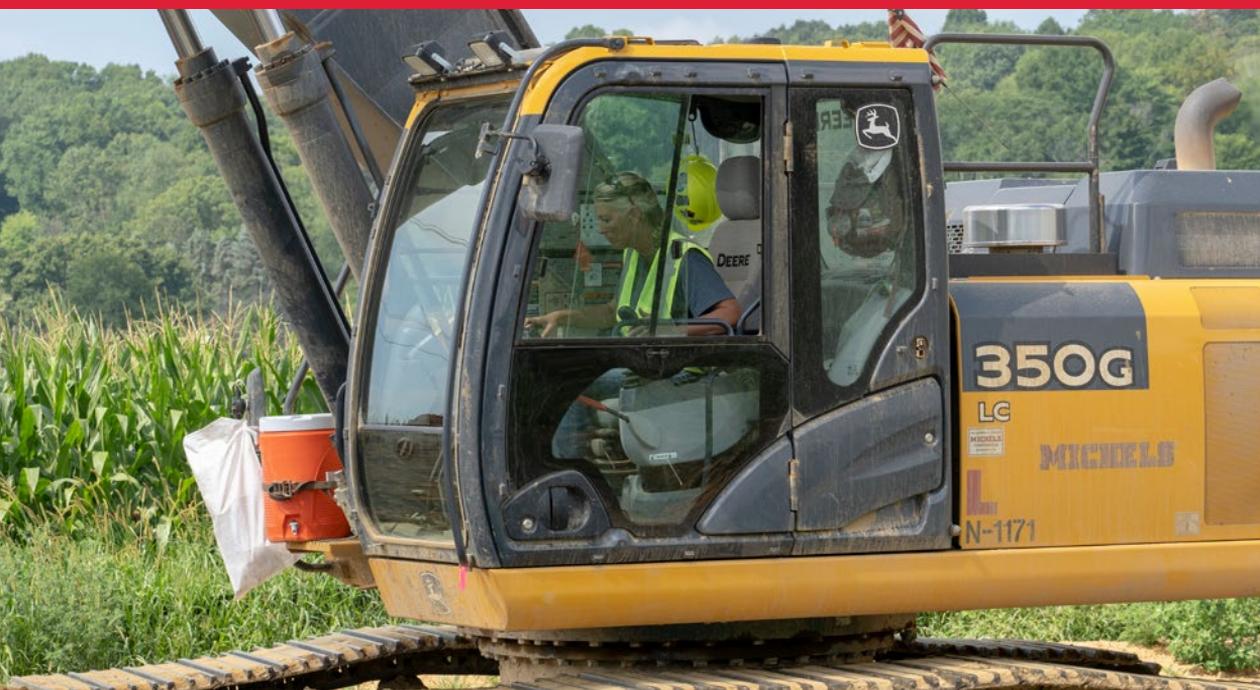


Supplier Diversity



Constructing Equal Opportunities

Michels Corporation has grown from a small pipeline construction company into one of the largest, most diversified utility contractors in North America. We have been pioneering innovative new technologies for more than five decades.

Michels self-performs most construction activities on projects, but understands that under certain circumstances, efficiencies can be gained by hiring local, specialized contractors. The types and amounts of goods and services procured through subcontractors, professional service agreements, purchase orders and other lower-tier awards vary from project to project, and include right-of-way clearing, fencing, landscaping, testing/commissioning and helicopter support, as well as others.

All of our subcontractors and suppliers are required to pass a rigorous qualification process based on skill sets and available resources. Furthermore, all subcontractors and suppliers must prove to be compatible with the standards established in Michels Corporation's Core Values.

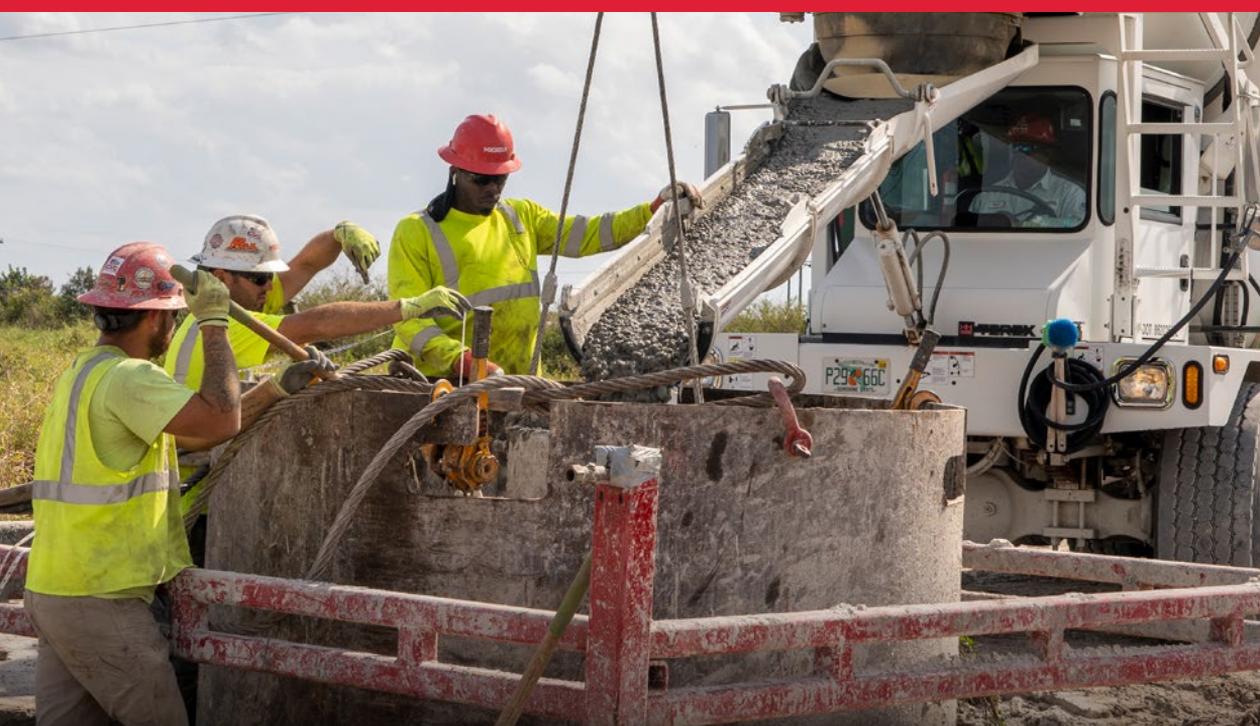
Whenever possible, we seek the services of qualified small disadvantages, veteran, women and minority owned (D/V/WMBE) businesses. Michels recognizes that hiring qualified diverse subcontractors is good business practice and is committed to maintaining a robust Supplier Diversity Program.

During the bidding and procurement process, Michels uses a variety of outreach methods to engage local D/V/WMBE:

- Federal, state and local offices of minority business affairs
- D/V/WMBE databases
- Project owner and stakeholder resources
- Local recruiting specialists
- Michels vendor databases
 - Company name
 - Entity type
 - Ownership structure
 - Good/services provided
 - Current certificates



Supplier Diversity



In keeping with Michels Core Values and our commitment to social responsibility, it is Michels' policy to provide D/V/WMBE firms with the maximum practicable opportunities to participate in projects and to help our customers achieve their goals for D/V/WMBE participation.

Compliance with the Supplier Diversity Program is the responsibility of the purchasing manager, project manager and Supplier Diversity Program manager.

Michels will typically host a Supplier Diversity Symposium through a partnership with the regional North Central Minority Supplier Development Council (MSDC), an affiliate of the National Minority Supplier Development Council (NMSDC). Current and prospective suppliers attend the symposium to learn about opportunities to work with Michels Corporation.

Michels has an established outreach program to help small and diverse businesses overcome access challenges they face and build a resume that will aid them in securing future work from coast to coast while still supporting Michels.

Michels is committed to abiding by all discrimination and segregation laws described in the Equal Opportunity Employer guidelines. We are proud of our diverse workforce.

Questions about Michels Supplier Diversity Initiatives? Contact:

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