



Cultivate belonging:

Our workforce is a community of people from all walks of life. Our identities and experiences define each of us and bring value to the work we do. We should challenge ourselves to look beyond our differences to find common ground. These efforts help create a natural avenue to make everyone feel like they belong.

Team,

It gives me great pleasure to present our first new Fundamental since we first introduced the Formula for Success over eight years ago in February 2013. I felt then as I do now that our original 24 captured what we were about as a company and what we aspired to become. As I have said many times, it is so gratifying that the Fundamentals have become a part of who we are and have truly become ingrained in our culture.

As the events unfolded after the death of George Floyd last year, it generated many discussions within the company, and led to an evaluation of our own diversity and inclusion practices. Within this context, we have been talking about diversity of race, gender, sexual orientation, and even diversity of thought. We are all unique individuals with various backgrounds, likes and dislikes, and opinions. It is our differences that give us the opportunity to learn and grow from each other and reach greater heights as an organization.

We are also striving to be a company where everyone that works here feels respected, and their opinions are valued. Having each and every person feel like they belong will be challenging and take time, but I believe that this aspirational goal is one we must all work towards achieving.

As we approach the first anniversary of George Floyd's death, it seemed especially appropriate to introduce our new Fundamental this week. I hope you agree that this message is one that deserves a place with the other Fundamentals and that it becomes as much a part of the culture as *Do the Right Thing*, *Speak Straight* and all the others. Going forward, it will become Fundamental #24 and Keep Things Fun will now be Fundamental #25.

Thank you to everyone for your hard work and efforts leading into Memorial Day. We have had our challenges, but we continue to persist without exception and live the Fundamentals as we strive to be the first choice for our customers and suppliers.

Finally, I hope you are all able to come out for our Keep Things Fun/Service & Safety awards BBQ on Friday, June 11th from 3-7 pm by the Operations entrance in the rear of the building.

Warm regards,
Mark