

ESS OWNER'S MANUAL

EMPLOYEE-OWNERS OF THE BEST D*MN
CONTRACTING COMPANY AROUND

WHO WE ARE

WELCOME

MISSION & VALUES

HISTORY

WHAT YOU OWN

LET'S GET STARTED!

This Owner's Manual has been prepared to introduce you to the Emery Sapp & Sons (ESS) family. It will serve as a roadmap for success that includes the policies, guidelines, pay and benefits which apply to all ESS employee-owners.

The information in this Owner's Manual applies to all employee-owners at ESS and its family of brands. It is presented as a matter of information only and its content should not be interpreted as a contract between the Company and any employee-owner.

Please read this Owner's Manual carefully. It is your responsibility as an employee-owner to be familiar with its content. This Owner's Manual is only a summary of our guidelines. Please don't hesitate to reach out to a member of our HR team if you have any questions.

We're here to help! Reach out to hr@emerysapp.com for additional assistance at any time.

CHANGES IN POLICY

Since our business and industry are constantly evolving, we expressly reserve the right to change any of our policies, including those covered here, at any time. Normally, we will notify you of these changes by email or other appropriate means. Changes will be effective on dates determined by the Company and you may not rely on policies that have been superseded. Uncertain about a policy or procedure? Check with a member of the HR team.

EMPLOYMENT RELATIONSHIP

Your employment is "at will" and entered into voluntarily. You are free to resign at any time, for any reason, or without notice. Similarly, the Company is free to conclude the employment relationship at any time. No supervisor or manager other than a chief executive officer has any authority to alter the foregoing, and any such alterations must be in writing and signed by a chief executive officer.

This Owner's Manual applies to all employees of the ESS family of companies including but not limited to Emery Sapp & Sons, Inc.; Hutchens Construction Company, LLC; Achen-Gardner Construction, LLC; and Premier Testing Laboratories, LLC.



WELCOME TO THE ESS FAMILY

WE'RE EXCITED TO BE THE FIRST TO WELCOME YOU AS AN EMPLOYEE-OWNER WITH THE ESS FAMILY OF COMPANIES.

You're now an important part of a **100% employee-owned** company capable of delivering complex heavy civil projects. Since our founding as a one-man operation in 1972, we've grown into a national team of employee-owners with expertise in all aspects of infrastructure.

Being employee-owned is what makes us ESS. It's the foundation of our values, culture, and the way we serve our clients. Every one of us has a stake in not only how well our company does, but also in our clients' success. We put everything we've got into delivering results for our clients and that hard work is reflected in the continued growth and profitability of ESS. And at the end of the day, we're proud to say our profits go right where they belong – to the folks who work so hard to build it.

As entrepreneurs with purpose, we build and invest in employee-ownership, relationships, innovation, adequate reserves and profitability. Most importantly—we do things the ESS way. As you get to know our company and your new partners you'll learn that this means we go above and beyond to deliver for our teams, clients, and communities. We provide best-in-class services to our clients by consistently delivering safe, quality, and innovative results.

We also partner with organizations that matter greatly to our employee-owners and their families. Every year, we're privileged to support a variety of nonprofits and special causes benefiting the communities where we live, work, and play.

This owner's manual serves as an overview of what you need to know to have a successful employee-owner experience. However, no manual will answer every question, nor anticipate every situation. Your immediate supervisor will be your primary source of information, and your HR team is here to support you.

At ESS we encourage you to do one thing above all else: **OWN IT!** As an employee-owner, we expect you to show up, own your job, follow the policies and procedures that have been provided, and be a good partner.

THINK LIKE AN OWNER, AND ACT LIKE AN OWNER— BECAUSE YOU ARE ONE!

TIM PAULSON
CO-CEO

ROBERT GILLIS
CO-CEO

MISSION & VALUES

ENTREPRENEURS WITH PURPOSE

We've built a reputation on doing things the ESS way. What's that mean? It means we're entrepreneurs with purpose. No matter how far we continue to push the boundaries of infrastructure innovation, we remain firmly rooted in our core values. We build and invest in employee-ownership, relationships, innovation, adequate reserves, and profitability.

100% EMPLOYEE-OWNED

100% employee-ownership is what makes us ESS. It's the foundation of our values, culture, and the way we serve our clients. Every one of us has a stake in not only how well our company does, but also in our clients' success. We're only as good as our latest project. That's why we put everything we've got into delivering results for our clients and that hard work is reflected in the continued growth and profitability of ESS. And at the end of the day, we're proud to say our profits go right where they belong – to the folks who work so hard to build it.

WATCH WHO WE ARE >

BUILDING A GREAT LEGACY ATOP A SOLID FOUNDATION

□ WELCOME — MISSION & VALUES — HISTORY — WHAT YOU OWN

1972

BILLY SAPP FOUNDED ESS

Named after his father, Emery Sapp, Emery Sapp & Sons began with a single piece of construction equipment and just one employee with a “get it done right” attitude.



18 SOLID YEARS OF KICKING A%\$

1990's

GLEN ROBERTSON SOLD 4M BRIDGE TO ESS

Expanding our capabilities to bridge work. Waterproof boots rapidly became popular among ESS crews.

1999

BILLY SAPP SOLD THE COMPANY TO OUR ESTEEMED EMPLOYEES, creating a 100% Employee Owned ESOP.

BIG UPS TO BILLY!

2003

ESS OPENS A NEW OFFICE IN KANSAS CITY, MISSOURI

2006

NAMED ESOP COMPANY OF THE YEAR

2008

ESS OPENS A NEW OFFICE IN SPRINGFIELD, MISSOURI

2012

ESS OPENS A NEW OFFICE IN JOPLIN, MISSOURI

OPENING NEW OFFICES IS QUICKLY BECOMING A HOBBY OF OURS.

2016

COMPLETED K-10 BYPASS IN LAWRENCE, KS

This \$140M project is ESS's largest project to date

2019

ESS GROWS TO 1,400 STRONG

Achen-Gardner Construction, Hutchens Construction, and Chester Bross Construction join the ESS family.

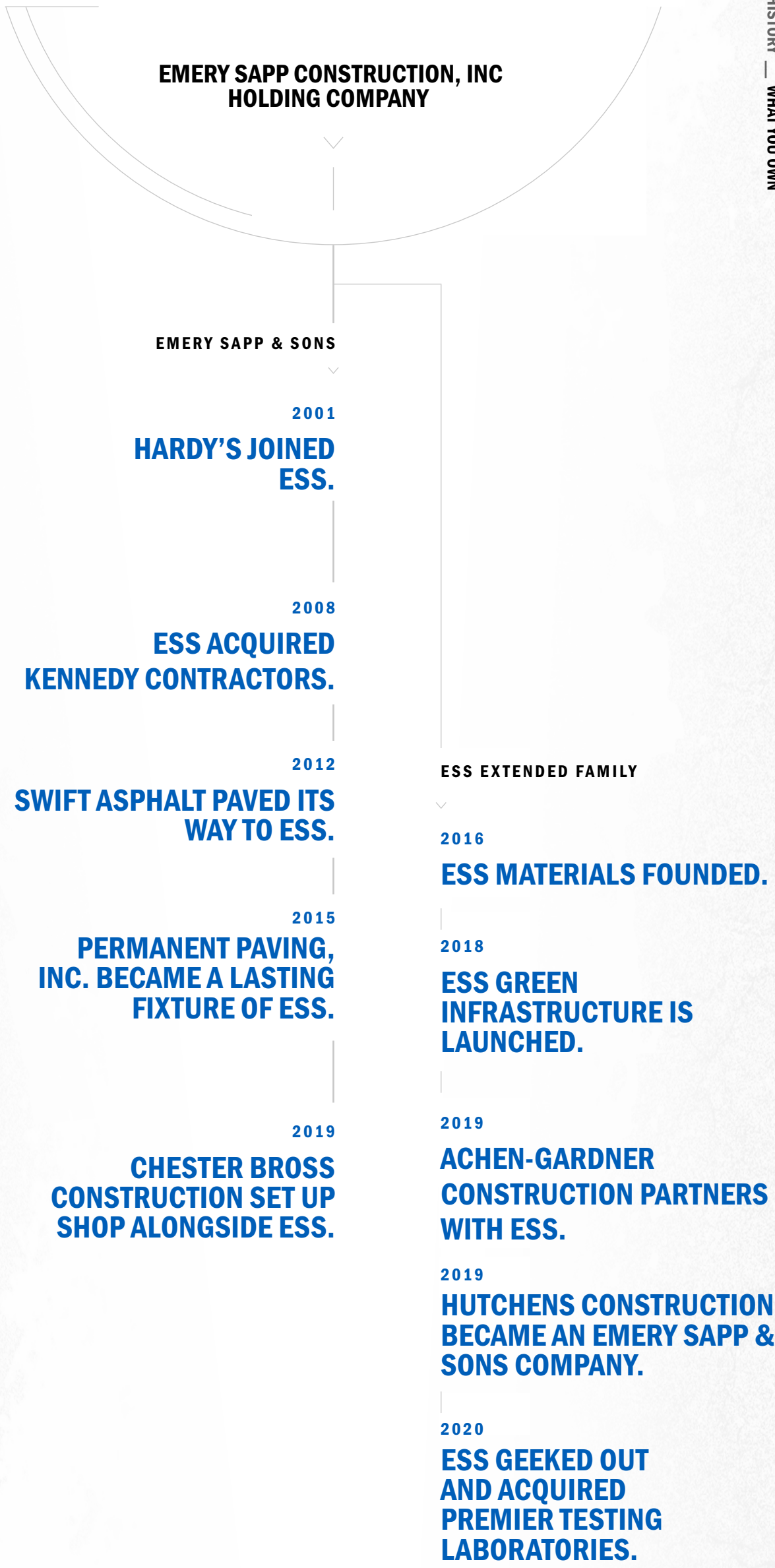
2020

ESS OPENS A NEW OFFICE IN SPRINGDALE, ARKANSAS

& WE'RE JUST GETTING STARTED

WHAT YOU OWN

Being 100% employee-owned means everyone who works for ESS is a part-owner of our company. We're proud to say that the profits of our company stay right where they should – with the people that work hard to build it.



THAT'S WHO WE ARE

Here's some more important stuff you should probably check out. If you haven't done so already:

WHAT WE DO

WHO WE SERVE