

To All Bechtel Jacobs Company Employees and Subcontractors:

The upcoming Labor Day Holiday gives us a chance to pause, reflect, and celebrate the contributions that workers have made to our success as a nation and to our way of life. We can be especially proud of the work we are doing on the Accelerated Cleanup Project—it is a complex and challenging task. The completed project will stand as another testament to the ingenuity, resolve, and dedication of you, the American worker, and what we can accomplish. There is no better legacy than to achieve these work challenges safely.



As we prepare to celebrate the contribution Labor has made, remember that Safety is key to our personal and collective success. While we look forward to the upcoming holiday celebration, we must **stay focused** at work on the task at hand rather than being distracted by thoughts of the last summer fling at the lake, the backyard cookout, or other planned activities. An injury from inattention or lack of focus can ruin your holiday.

When you return to work on Tuesday, please make safety preparedness your top priority. We will begin the day with a Safety Pause aimed at helping each other refocus on performing work safely. I have asked our Field Services Area Managers, Project Managers, and Functional Managers to implement the “Return to Work Safely” plan that ES&H and Field Services have developed. Please make sure you understand your assigned tasks, the associated hazards, and the necessary controls to mitigate those hazards.

I would like to personally thank each of you for the contribution you have made to the success of the Accelerated Cleanup Project over the past year. We have accomplished much, and the landscape of the site has changed significantly. We have solved a number of tough technical issues and have worked together to find better ways to reach our goal of zero incidents and injuries.



Have a great, safe Labor Day weekend.

Mike Hughes