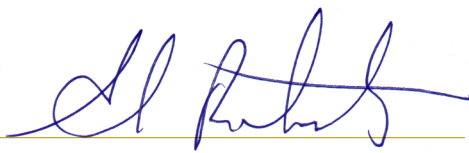


# Safety & Health Policy

Safety First is the mission of all employees at Conestoga-Rovers & Associates (CRA). At CRA we are committed to maintaining a safe and healthy work environment. It is our vision and expectation that management, all employees, and contractors will embrace our safety principles and share in establishing a safe workplace. CRA employees are our most valuable resource and their safety and well being is paramount to our success.

Our objective is to continuously improve our safety performance through effective implementation, measurement and evaluation of our behavior based SMART (Safety Means Awareness Responsibility and Teamwork) Program.

1. CRA will co-operate, consult with and continually update our employees on safety and health issues.
2. CRA will take every precaution reasonable to ensure the safety and health of all who perform their duties on our behalf. Management is responsible for establishing, enforcing and maintaining standards designed to protect workers from injury or illness.
3. All employees share personal responsibility and are to conduct themselves in a way that ensures their safety and the safety of people affected by their conduct. In order to protect themselves, their co-workers or the public from harm, employees are expected to identify, communicate and, where appropriate, correct workplace hazards.
4. Contractors and Sub-Contractors are equally responsible for ensuring the safety and health of their own employees as well as other employees while performing duties on CRA's behalf, and must abide by all applicable health and safety guidelines.



**Edward S. Roberts, P. Eng.**  
President

Policy Revised: January 1, 2006



**Bruce Monteith**  
Shareholder-in-Charge of Safety and Health

Policy Revised: January 1, 2006



*Safety Means Awareness  
Responsibility Teamwork*