

Building the Best on a Solid Foundation

“Best Small & Medium Companies to Work For in America”



Badger Mining Corporation (BMC) and Holder Construction Company are the two exemplary companies at the top of the 2007 list of the “Best Small & Medium Companies to Work For in America,” as published in the July issue of HR Magazine. This marks BMC’s second consecutive year as the #1 Best Small Company to work for, while Holder Construction has made a steady climb from #13 in 2004 to the #1 Best Medium Company spot this year. These two companies share the top spots on their respective lists and both have created strong trust-based cultures to help fuel their business success, Badger associates manufacture silica sand, limestone and other aggregates for industrial use in the foundry, oil and gas industries. Holder associates plan, design and construct commercial buildings for such clients as eBay and Citigroup. Badger is headquartered in rural Berlin, Wisconsin, Holder in the metropolitan city of Atlanta, Georgia. Vastly different on the surface, both BMC & Holder have time and again demonstrated that the phrase “our people are our priority” is lived every day in their workplaces. Caring for and supporting employees is ingrained in their workplace cultures,

Badger Mining Company (BMC) Quick Facts

• Industry	Mining & Quarrying
• Headquarters	Berlin, WI
• CEO	Michael Hess
• Founded	1979
• Total Employees	177
• Voluntary Turnover (FT)	Less than 1%
• Job Applicants over past 12 months	137
• Job-related Training	21 hours/year
• Website	www.badgerminingcorp.com

BMC Perks & Benefits

- 20 days of PTO after one year
- Associates receive 20% of profits quarterly. In 2006, this amounted to \$21,000 per associate in addition to base pay and gain sharing.
- Up to \$5250 in tuition reimbursement per Associate per year
- BMC Tool & Loss Coverage program provides participants \$300 to assist in replacing or upgrading tools that have been worn out, lost or stolen
- Insurance coverage and benefits continuation program for family members of deceased associates
- Up to \$350 in reimbursement per associate/dependent of associate for smoking cessation programs

which in turn, lie at the heart of each organization’s success.

Holder’s leaders actively promote a culture of collaboration in their business as one way of insuring that their people and the way they work with clients are differentiating factors between themselves and their competitors. The emphasis on People Development, one of the four goals of the company since its inception in 1960, can be seen in such activities as their philosophy of organic growth by promoting talent from within, the extensive tools and training offered for professional development, and the practices which

help associates maintain a healthy work-life balance. This strong focus on people development is complemented by Holder’s project selection practices. Holder pursues projects when they are the right fit for their teams and they have the team capacity to meet the project’s requirements. What is

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the relationship between this commitment to associates and Holder’s culture? Holder explains in their Culture Audit[®] submission: “Our culture acts as our barometer, our subconscious, guides our performance and nurtures our associates. It ensures we continuously develop our associates so that they are able to rise to the occasion with ever increasing responsibilities as their roles grow and evolve. An investment in our culture is an investment in our people.”

Holder Construction Company Quick Facts

- **Industry:** Construction & Real Estate
– Contracting
- **Headquarters:** Atlanta, GA
- **CEO:** Thomas M. Holder
- **Founded:** 1960
- **Total Employees:** 359
- **Voluntary Turnover (FT)** 11%
- **Job Applicants over past 12 months:** 2125
- **Job-related Training:** 19 hours/year
- **Website:** www.holderconstruction.com

And what is the relationship between Holder’s culture and their business success? We turn again to their Culture Audit[®] submission for confirmation that Holder’s leaders associates understand that a strong culture of caring for employees contributes to the company’s business success. “As a construction company our people are our differentiator. We do not have a unique method of pouring concrete, a better crane to build our buildings, or any other proprietary method of construction... What we do have are great people who have been immersed in a cul-

ture of performance and teamwork, doing the right thing since the day they started with the company. The core belief “Do the kind of job that makes our clients want us on their next project” resonates with every daily interaction. Our performance is critical to our success. As a result of this philosophy, historically over 80% of our work is with repeat clients.”

At BMC as well, the care with which leaders support associates is indisputable. From the “as needed” philosophy of taking as much time off as necessary to recover from an illness or address other personal situations, to the Wellness Team’s comprehensive offering of programs to ensure the physical well-being of associates, their T.E.A.M. mindset – “Together, Management and Employees” - shines through. This speaks to the culture of empowerment that Badger associates experience on a daily basis. As one of their core competencies, BMC articulates: “Our associates, working as

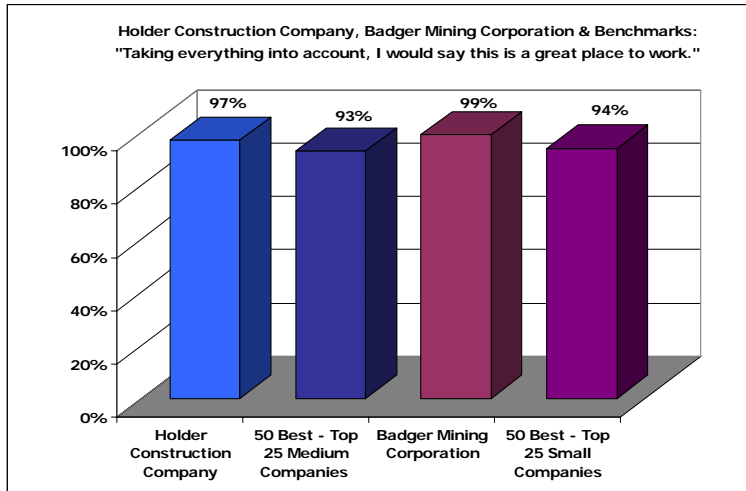
Holder Construction Company Perks & Benefits

- 26 days of PTO after one year
- In 2006, gave out cash advances totaling over \$205,000 to Associates in their time of need
- A permanent floating holiday – “Associate Recognition Day” – in addition to 10 regular holidays each year
- For associates that move for out-of-town for projects, offers travel salary adjustment even if there is no increase in cost of living for the new location
- Closes at 3:30 on Fridays in order to allow associates to get an early start on the weekend
- Offers a Family Paid Time Off program, separate from sick or vacation time off, for short-term situations or events considered a priority by individual associates

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Teams, are the heart of BMC. TEAM inspires all of our endeavors by supplementing collective strength, overcoming obstacles and embracing future challenges." Trusting associates to take ownership of their individual work and the overall well-being of the company, allows BMC to connect the dots between taking care of their people and taking care of their business.



Associates are very clear on the benefits they get from working in such a special place as well. One Badger Mining associate commented: "After working here for about 3 years I had left for a better paying job. I hated it!! My boss got word of this and called me and asked what it would take to get me to come back to Badger Mining. I gladly came back and have been back over six years now. I feel so fortunate to have had the opportunity to be employed here again. You

really appreciate your work place when you see what is out there!!"

Clearly Holder's & BMC's associates feel supported by their leaders and their companies as a whole, and respond positively to that support. Of those who responded to the employee survey portion of the Best Company list evaluation process, an astounding 97% of Holder associates and 99% of BMC associates felt that "Taking everything into account, I would say this is a great place to work". This sentiment may help explain why full-time turnover at Holder is approximately 11%, compared to the 25% industry average, and below 1% at BMC, compared to the 18% industry average.

At both of these companies Holder and BMC associates help to create the strong cultures that make their organizations great and contribute significantly to the success of their businesses. Whether the aim is to uphold Holder's principle of "doing the kind of job that makes our clients want us to do their next project," or Badger's mission to "become the quality leader in the industrial minerals industry with a team of people committed to excellence and a passion for satisfying our customers," doing right by employees seems to be a sure-fire way for everyone to win.

Dimension	How it plays out in the workplace	
	Credibility <ul style="list-style-type: none"> • Communications are open and accessible • Competence in coordinating human and material resources • Integrity in carrying out vision with consistency 	T
	Respect <ul style="list-style-type: none"> • Supporting professional development and showing appreciation • Collaboration with employees on relevant decisions • Caring for employees as individuals with personal lives 	R
	Fairness <ul style="list-style-type: none"> • Equity—balanced treatment for all in terms of rewards • Impartiality—absence of favoritism in hiring and promotions • Justice—lack of discrimination and process for appeals 	U
	Pride <ul style="list-style-type: none"> • In personal job, individual contributions • In work produced by one's team or work group • In the organization's products and standing in the community 	S
	Camaraderie <ul style="list-style-type: none"> • Ability to be oneself • Socially friendly and welcoming atmosphere • Sense of "family" or "team" 	T

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Best People Practice[®] Examples

Creating a great workplace requires more than a specific set of programs and practices – there is no set of required benefits, resources or perks that works for all. Best Companies develop their own unique cultures in which employees are able to say, “I trust the people I work for, have pride in what I do, and enjoy the people I work with.”

The following practices reflect a small sampling of the programs and practices that Holder Construction and Badger Mining Corporation use to build their own great workplaces. These programs and the specific ways in which they support

“What makes [Badger Mining] the greatest place to work is the people who work here. You feel like part of the family. The company paid health coverage and quarterly profit sharing really set Badger Mining Corp apart from so many other companies.”
(Badger Mining Corporation employee)

“This company is the definition of a ‘great place to work.’ It may be hard to believe, but this company lives all of the items listed on [the list competition survey] every day. Management does not ramp-up awareness of these topics around the survey time. Family, team work, respect... are a way of life here.”
(Holder Construction Company employee)

and build the respective corporate cultures at the #1 Small and Medium companies contribute to associates who have high regard for and strong commitment to their organizations.

The following examples of Best Practices may inspire you to pursue some creative activities within your own organization. That’s exactly what’s intended!

Best Practices that Build Credibility



Credibility is built through three interdependent sets of behaviors and attitudes found in the practice of two-way communication, competence and integrity. Effective **communication** invites two-way dialogue. Leaders and managers are clear and comprehensive with the information they share; mechanisms are available to employees that afford them the opportunity to begin conversations about what they might need or want to hear. **Competence** is seen in the skills and behaviors needed for the effective coordination of people and resources, directing employees’ work with the right amount of oversight, and clearly articulating and pursuing a vision for the organization as a whole and for individual departments. Management’s **integrity** depends on honest and reliable daily actions. Managers strive to be consistent in what they say and do, and promises are kept. Additionally, employees have confidence that their managers run the business ethically.

- At **Holder Construction**, one of the ways in which senior managers and officers have “face time” with their team members is by visiting individual job sites and touring the work in progress. The project team guides the leader(s) on the tour, during which associates show off their work, talk about what is happening on the project and ask questions. It is also customary for the team to go out for a lunch or dinner for some social time. Officers and associates look forward to this opportunity to get to know each other better.

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- Every quarter at **Badger Mining Corporation (BMC)**, a voicemail is sent out to all associates with the profit sharing information for that quarter. The amount of profit sharing, along with information about the financials for the quarter and the positive efforts of associates that made the quarter successful, are shared. The company’s financial statement is also e-mailed to associates on a monthly basis.
- The Forum Groups at **Holder Construction** are a cross-peer communication network in which associates come together to have open discussions about company news, new ideas or questions, and champion change within the company. While each Forum Group is different in terms of frequency of meetings, typical agendas, and format of meetings, the overarching intent of these groups is to share information/ideas with one another and to communicate relevant discussions to the company or to the appropriate committees. In this way, associates continue to identify new ideas and issues in their Forum Group meetings, resulting in continual improvement for the company. While participation in the Forum Groups is not mandatory, every associate is a member of one of the groups from the beginning of his or her tenure at Holder. Each group is a cross representation of the entire company and includes at least one company officer and an elected Forum Group leader, a position that any associate can hold.

Best Practices that Show Respect



Respect is demonstrated through practices that provide professional support to employees, encourage collaboration and allow for expressions of care both in the workplace and outside. **Professional support** is shown to employees through the provision of training opportunities and the resources and equipment necessary to get work done, as well as through the expressions of appreciation for accomplishments and extra effort. **Collaboration** between employees and management requires that leaders and managers genuinely seek and respond to employees’ suggestions and ideas, and involve people in the decisions that affect how they get their work done. Managers demonstrate **caring** by providing a safe and healthy working environment, and by showing an interest in people’s personal lives. Caring managers are also aware of the impact the work has on employees’ personal lives.

- At **BMC**, associates are given the opportunity to further their education through both formal education and seminars. As an example, all members of the Customer Service team are currently working towards a certification in customer service. They attend a series of classes in Milwaukee, which are held during work hours. The time spent on these classes is considered paid time off and BMC pays for 100% of the course fees and reimburses mileage.
- **Holder Construction** supports and encourages flexible career paths for associates by providing one-on-one development reviews to allow individualized, customized and sometimes new, invented tracks for career growth. All of the “traditional” tracks (i.e. superintendent, project management, preconstruction) have many possible growth levels. As an example, when a project manager discovered his passion for IT, the company helped him move into the technology group where he has been able to draw from his construction experience to help improve technology services for Operations.

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- **Holder Construction**'s company car program provides a car allowance to all associates at the manager or superintendent level and above. The initial allowance begins at \$800. Six months after entering the program, associates are given the opportunity to increase their benefit by receiving a company-furnished car. When an associate chooses the company-furnished car option, all related expenses such as insurance, gas, tag & title fees, repairs, cleaning and maintenance costs are reimbursed by the company. If associates initially decline to transition from the auto allowance program to participation in the company car program, they are free to do so at any time in the future, should they change their minds.
- **BMC** realizes that there are times when an Associate will need time off during working hours to conduct personal business. When such a need arises and an extended personal leave is necessary, an Associate can make arrangement with his/her Coach or an Advisory Team member for such an extended leave. The Associate and his/her Coach will work out a negotiated agreement, recognizing the needs of the Associate and the needs of BMC. The agreement will cover issues such as compensation, terms of the leave, job priority upon return, and other issues that may be relevant to the Associate and the company. Personal leave is separate from sick leave, family leave, or other authorized medical leave.
- **BMC**'s Quality of Total Life Team has developed a program to sponsor recreational teams for Associates' participation. This program was developed in an effort to help improve Associates' lives. The company pays the dues for recreational teams when 50% or more of the team members are BMC Associates or family members. The purchasing of T-shirts and uniforms for each team and the cost of a team banquet may also be approved if the budget has not been expended. The only condition for BMC sponsored teams is that they be named BMC or another invented name; they cannot be named after other companies.
- At **Holder Construction**, every position comes with distinct performance expectations, which are articulated in the online Performance Development Tool (PDT) accessible all associates. All job expectations have three primary components, which are:
 - People Skills - the non-technical skills, including professional skills such as communication and teamwork, as well as cultural expectations for how everybody treats each other
 - Processes and Systems – associates' day-to-day technical responsibilities such as estimating, scheduling and cost management
 - Builder Expertise – the great benefit associates receive by developing a thorough understanding of how building structures and systems work, even if the associate is not managing this hands-on

All job expectations for all positions are available through the online PDT so that associates can learn about positions other than their own. This encourages associates to learn about potential cross-training opportunities and to develop “stretch” goals.

Best Practices that Ensure Fairness



The three principles that support the practice of Fairness in an organization are equity, impartiality and justice. A sense of **equity** is conveyed through balanced treatment of all people in the distribution of intangible and tangible rewards. Manager **impartiality** is displayed through an avoidance of favoritism in hiring and promotions practices, and absence of politicking in the workplace. **Justice** is seen as a lack of discrimination based on people’s personal characteristics, and the presence and utilization of a fair process for appeals.

- One of the goals of Human Resources at **Holder Construction Company** is to increase the company’s minority associate population, in particular, African Americans. Holder’s plan was to recruit the best minority candidates from the top-ranked construction schools, but quickly realized that there is a very small pool of ethnically diverse students enrolled at such programs. Therefore, in an effort to increase the recruiting of minority candidates, Holder made the decision to try recruiting at schools beyond the top ranked programs, which have larger percentages of minority students. It is actively seeking top minority students in these programs and carefully selecting those with the potential to develop and be successful in the company, both in internship and full-time positions. Holder currently has 49 minority associates.
- In 2006, **BMC** reinstated the non-exempt Associates to a full 20% share of profit sharing. Several years ago they elected to reduce their profit sharing to 10% and receive the remaining 10% in their base pay. Now that BMC’s base pay program is at, and even above industry levels, the Leaders team made the decision to reinstate the 10% to profit sharing. All Associates now receive a full 20% of the profits quarterly. In 2006 this amounted to \$21,000 per Associate in addition to base pay and gain sharing, which is approximately 5% to 6% of base pay.
- **Holder Construction Company** provides a cost-of-living multiplier to an associate’s salary when he/she offers or agrees to move to cities where the cost of living is higher than their home base. For example, when associates move from the South-Atlantic region (in which Holder is headquartered) to the Mid-Atlantic region, associates currently receive a 20% cost of living adjustment.

Best Practices that Develop Pride



Managers in great workplaces help to build employees’ pride in their work and the work of the company. Employees feel pride in their **personal jobs**, and know that their individual work makes a difference. The work that is produced by their **team** is a cause for pride and is supported through a willingness to give extra. People also feel pride in the **company** as a whole, based on the organization’s public reputation and standing in the community.

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- **Holder Construction Company**'s associates are proud to work for a company that is a leader in industry efforts to build in an environmentally conscious way. Holder strives to incorporate sustainable design and construction practices into each project while maintaining an awareness for the needs, desires and available resources of its clients. Not only is it a member of the US Green Building Council (USGBC), it also has a number of projects which are LEED certified (LEED is a rating system established by USGBC, which serves as the national standard for developing high-performance, sustainable buildings). Holder also has an in-house training program to support associates who want to learn more about the LEED Rating System or become LEED accredited. Currently, approximately 15% of associates are LEED accredited.
- On the annual Adventure Day held by **BMC**, the company opens up to surrounding communities to provide a fun day of activities and education about what the company does. The 2006 Adventure Day took place at the Fairwater location and included opportunities to operate sand-mining equipment, screening for “treasure,” fishing in White Sand Lake, and climbing giant sand hills. The turnout included approximately 114 volunteers and 2000 visitors.
- **Holder Construction Company** provides a series of formal training classes designed to reinforce the Holder culture that associates put into practice every day and to help them learn to share the culture with others. Developed and taught by Vice Chairman Mike Kenig, the classes give associates time to recognize and reflect on the things that make the company special. These classes are updated annually with new examples of how Holder associates live the culture everyday. Associates at all levels, from entry-level engineers to field supervisor associates to executives attend the sessions. In 2006, these classes were offered 10 times and they were all “standing room only.” Even if they have attended previously, Holder finds that associates like to take these classes each year as a reminder of how important their culture is.

Best Practices that Support Camaraderie



Practices within the Camaraderie dimension encompass three aspects of employees' relationships with their co-workers. Employees experience camaraderie in the workplace through the level of **intimacy** they find, or the ability they have to be themselves. **Hospitable** workplaces are friendly and welcoming to all employees, and encourage people to have fun during the work day. A strong sense of **community** develops in organizations where people feel that they are part of a team or a family, that they cooperate within and across departments, and that people are connected by common values and purpose.

- In Berlin, Wisconsin, deer hunting is a popular sport and many **BMC** associates are among those who look forward to the season all year round. Therefore, if any associates are asked to work on the opening day of the season, they are paid double time for those hours worked. Furthermore, for the 6th year in a row this year (2006), BMC has been a company-sponsor of the Wisconsin Department of Natural Resources (WDNR) October 9-day disabled gun hunt, during which Class A and Class C permit holders can enjoy deer hunting

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during a time of year when temperatures are milder and mobility in the woods is easier. In addition, BMC opened up the hunt to several of its properties this year in order to allow for additional participants.

- At **Holder Construction**, each jobsite celebrates at least two important milestones during the life of a project: “Topping Out” and Completion of Ribbon Cutting ceremonies. During the “Topping Out” parties, which are held in the honor of the top structural floor of the building being up in place, the main activity is the Worker Appreciation Lunch. Every jobsite worker is invited to the luncheon, where drawings are typically held for door prizes. Job completion ceremonies vary from jobsite to jobsite, ranging from a quiet dinner at a nice restaurant to a formal ribbon-cutting ceremony with local dignitaries.
- At **BMC**, every location has an annual Christmas party. Everyone from every location is invited to each other’s party. The company formerly had one big party but found that because of travel restrictions and the usual bad weather during this particular time of year, each location having a party worked out better and gave everyone a better opportunity to attend. The parties have also become less formal which has made everyone happy. Some locations do a small gift exchange, and room accommodations are available if associates are traveling. The parties are held on three different dates so that if someone wants to attend all three parties, they are able to do so.
- At **Holder Construction**, as a sign of respect for new associates, the company proactively insures that everything the associate will need to begin working is available to them on their first day. This includes a Holder Hard Hat personalized with the associate’s name, business cards, a portfolio with the Holder logo, a laptop computer and all necessary hardware and passwords, and an office key and security card. In addition, a small detail that Holder feels as important is that new associates receive a paycheck on their first eligible pay date, regardless of whether they have worked a partial or full work period – even if they have only worked one day. Because associates are able to choose the day they start, at any point during the pay period, this practice insures that they never miss a pay period because of their chosen start day.

Additional Resources

- Join us for the 2008 **Great Place to Work® Conference**, April 2-4 in Saint Louis, Missouri, to learn more about how to create great workplaces directly from Best Companies leaders. For more information, visit www.greatplacetowork-conference.com
- **Nominate your company** to be on Best Companies lists in North America, Europe, Latin America and Asia by visiting www.greatplacetowork.com/best/
- **Consulting Services:** We believe passionately that any organization of any size or industry can become a great place to work®. Great Place to Work® Institute, Inc. consulting services are based on 25 years of researching Best Companies, and our in-depth knowledge of how companies transform can help you achieve higher levels of productivity and profit. Through our assessment, action planning, and advisory services, we can help you to measure, benchmark, and positively impact employees’ experiences of your organization.

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Great Place to Work® Institute, Inc. has conducted pioneering research on the characteristics of great workplaces for over 25 years. We believe all companies can become great places to work, and our mission is to help them succeed. Our Great Place to Work® Model® is recognized as the standard for assessing great workplaces. In 27 countries around the world, we are proud to:

- **Recognize the Best Companies** for their achievements through our international Best Companies lists. In the U.S., these lists include Fortune's *100 Best Companies to Work For®*, as well as the “Best Small & Medium Companies to Work for in America” published in collaboration with SHRM.
- **Help companies create and sustain great workplace cultures** through our consulting services. Our data collection tools (employee survey, focus groups, 360° professional development tool) educational workshops and training programs, action planning system, and strategic advising services all support the transformation process within any organization. The Institute's unique access to Best Companies' data allows us to offer unparalleled benchmarking opportunities, best practice information, and transformation insight to our consulting clients.
- **Share resources, best practices, and Institute research** through our education services. These include peer networking groups, workshops, conferences, and publications which enable organization leaders to learn directly from each other, as well as benefit from our wealth of knowledge and lessons learned from the Best Companies and our clients.

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