



A SOUTHWEST ENERGY / ORICA JOINT VENTURE

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To Whom It May Concern:

Southwest Energy, LLC is a drilling and blasting contractor and an explosives manufacturer and distributor that operates in five western states in the U.S. and employs approximately 225 employees. Southwest Energy is committed to grow and perpetuate by building and expanding on our *SAFETY*, quality, and reputation as the premier customer oriented firm in applied explosive technology. Three years ago this commitment lead us to researching Safety Perception Surveys, determining the most effective way for our company to perform a survey (internal, online, etc.), and determining how to ensure that the feedback we received was "authentic."

We have recently completed our second Safety Perception Survey utilizing Pozniak Safety Associates Inc. This Safety Perception Survey is a follow up to our initial survey, also performed by Pozniak Safety Associates. In both cases, Southwest Energy was committed to "face to face," confidential surveys performed by third party professionals trained in vetting "less than authentic" responses. Pozniak Safety Associates exceeded our expectations with their ability to relate to our employees, most of which work in a mine environment, and provide quality feedback with regard to the successes and challenges that our company has experienced. Further, due to their depth and breadth of experience in this area, Pozniak Safety Associates was able to walk us through the results and make informed recommendations regarding next steps, action plans, and communication strategies. The whole process was so valuable that we invited representatives from Pozniak Safety Associates to attend and present at our annual Supervisor Meeting, where we bring all the leaders of our company together for three days each year.

In addition to the "Safety" feedback and insights, we have benefited from the "rest of the story" feedback that has given us greater insights into the good, the bad, and the ugly regarding everything from organizational structure to ongoing maintenance problems and personnel issues.

In short, I would highly recommend Pozniak Safety Associates Inc. to any company desiring to get a good look in the mirror in order to bolster your strengths and eliminate your vulnerabilities.

Sincerely,

Jerald E. Harris, P.E.
Vice President - Operations