



C-Squared Constructors, LLC

January 22, 2026

Carpenters Local 279
52 Stone Castle Road
Rock Tavern, NY 12575
(845) 440-1024

RE: New York State Office of Parks-Rehabilitation of Lake Sebago-Harriman State Park Project-D006428-Genereal Construction, Pomona, Rockland and Orange County, New York-Minority Labor Goal – 22.6%; Female Labor Goal – 6.90%

To Whom It May Concern:

C-Squared Constructors, LLC (CSC) is firmly dedicated to providing equal employment opportunities for all its employees and applicants. Accordingly, CSC prohibits discrimination based on race, color, religion, sex, pregnancy, national origin or ancestry, creed, age, sexual orientation, veteran status, mental or physical disability, and any other category protected by applicable law. By providing equal employment opportunities to all applicants and employees and by judging them based upon experience, skills and other qualifications, CSC achieves its goal of promoting the progress of meritorious individuals. To these ends, CSC strictly adheres to the following guidelines:

- use merit, qualifications (such as education, experience and skills) and other job-related criteria and business goals as the sole basis for all employment-related decisions affecting employees and applicants;
- recruit, hire, train, compensate, promote and provide other conditions of employment without regard to any characteristics protected by law;
- provide a work environment free of unlawful harassment based on any of these protected classifications; and
- prohibit retaliation against any individual who reasonably and in good faith raises any concern regarding a possible violation of this policy with management or an appropriate government agency or court, who participates in an investigation into such concern, or who provides testimony in any proceeding regarding a claim of unlawful discrimination.

Additionally, C-Squared Constructors, LLC. (CSC) is strongly committed to providing a working environment free from harassment of any kind, including sexual harassment and harassment based on race, color, religion, sex, pregnancy, national origin or ancestry, creed, age, sexual orientation, veteran status, mental or physical disability, or any other basis proscribed by applicable nondiscrimination laws. This policy applies to all employees of CSC as well as those with whom CSC does business (e.g., temporary workers, consultants, independent contractors and vendors).

Please furnish a written statement on union letterhead indicating the labor union's policy regarding nondiscrimination on the basis of race, creed, color, national origin, sex, age, disability, marital status, or any other category protected by applicable law and that union will affirmatively cooperate in the implementation of Contractor's obligations herein.

Respectfully,

A handwritten signature in cursive script that reads "Suzanne Olden".

Suzanne Olden
Corp. Compliance Manager/EEO / DMWBE / SDVOB Officer



C-Squared Constructors, LLC

January 22, 2026

Laborer's International Union of North America – Local 17
451A Little Britain Road
Newburgh, New York 12550
(845) 565-2737

RE: New York State Office of Parks-Rehabilitation of Lake Sebago-Harriman State Park Project-D006428-Genereal Construction, Pomona, Rockland and Orange County, New York-Minority Labor Goal – 22.6%; Female Labor Goal – 6.90%

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Respectfully,

A handwritten signature in cursive script that reads "Suzanne Olden".

Suzanne Olden
Corp. Compliance Manager/EEO / DMWBE / SDVOB Officer



C-Squared Constructors, LLC

January 22, 2026

Ironworkers Local 417
583 Route 32
Wallkill, NY 12589
(845) 566-8417

RE: New York State Office of Parks-Rehabilitation of Lake Sebago-Harriman State Park Project-D006428-Genereal Construction, Pomona, Rockland and Orange County, New York-Minority Labor Goal – 22.6%; Female Labor Goal – 6.90%

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Respectfully,

Suzanne Olden
Corp. Compliance Manager/EEO / DMWBE / SDVOB Officer



C-Squared Constructors, LLC

January 22, 2026

International Union of Operating Engineers – Local 825
65 Springfield Avenue, 3rd Floor
Springfield, NJ 07081
(973) 671-6900

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