

TAKE PRIDE: OUR CULTURE

MALONEY GROUP CULTURE HANDBOOK

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A MESSAGE FROM OUR PRESIDENT



JOEL LEINEKE
President, Maloney Group

Dear colleagues,

Together we are building a different kind of construction company. A company where focus on growth doesn't just mean revenues and bottom lines, but development and fulfillment of the individuals who make up the organization.

At Maloney Group, we recognize that the true value proposition of our business is our people. That's why we've made our culture a strategic priority. We believe we can create an environment that allows us to reach our business objectives while also providing a fulfilling and sustainable work experience for our teams.

That effort starts with being clear about who we are as an organization and what we aspire to build toward together; what we value and what we expect from those on our team. In this document you'll learn about our Mission, Vision, and Values—why we exist, how we do what we do, and what's expected of each of us to accomplish our goals.

I hope you'll feel the PRIDE of working for Maloney Group and look forward to making these ideals a reality together.

Thank you,

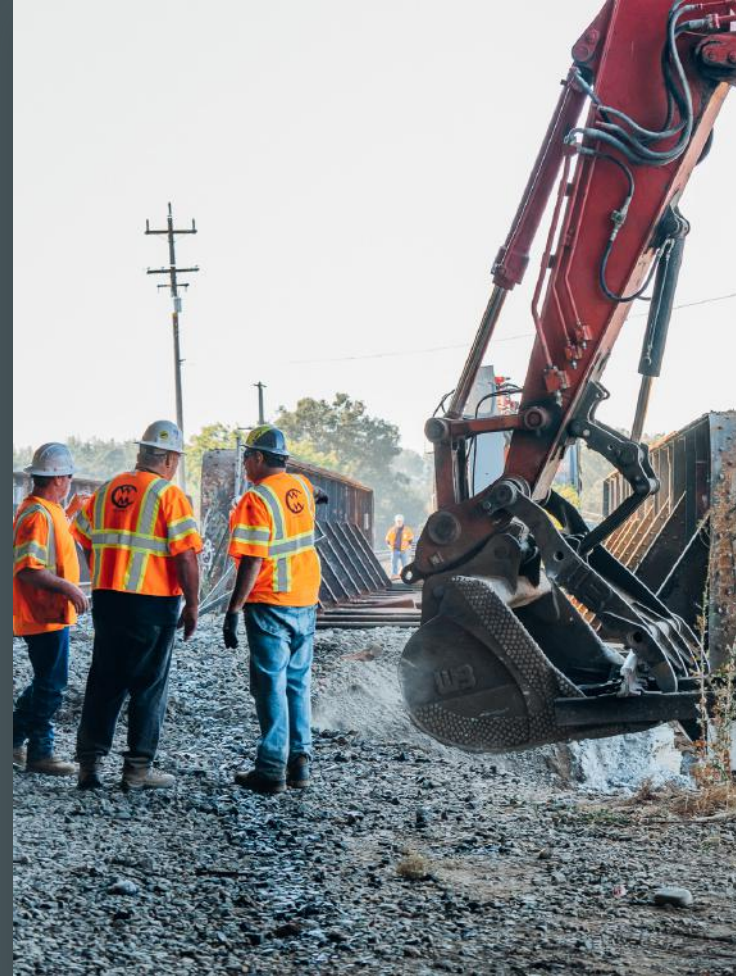
Joel



**WE MAKE THE
FUTURE POSSIBLE**

OUR MISSION

Be the first step to success for our customers by delivering safe work done right the first time.



OUR CULTURE

PRIDE OF OWNERSHIP

Culture is generally defined as a set of shared beliefs, ideals, and practices of a given group. In simpler terms, we think of it as the way things are done around here. At Maloney Group, we choose to be intentional about developing and reinforcing a culture we believe will allow us to reach our goals and achieve our Vision.

At Maloney Group, the culture we want is best described as PRIDE of Ownership, where every person acts like an owner and feels a sense of belonging as part of a team with a common goal.

When you own something, you take pride in it; you feel responsible to care for it, empowered to improve it, and entitled to enjoy it. We hope this is how you'll feel as part of our team.

To help people understand what PRIDE of Ownership Culture looks like in action, we have a set of PRIDE Values to represent the behaviors necessary to achieve our Mission and Vision. With each of the Values in this handbook, there's a "What it Looks Like" section to outline some of the behaviors we believe demonstrate each of our values as lived out by our people and our organization.

Just as success in summiting a mountain is determined by the work done before and at the base of the mountain, we believe that behaving in line with our Values is the foundation of our ability to achieve our Vision.

Our Values provide a behavioral dress code; a guideline for how to show up and work successfully as part of the team at Maloney Group. Just as we would never want to show up inappropriately dressed to climb a mountain, we expect our people to show up and contribute with the correct attitudes and behaviors.





OUR VALUES



Professionalism



Responsibility



Innovation



Dedication



Empowerment



WE TAKE PRIDE IN

PROFESSIONALISM

We understand the importance and impact of the work we do.

We show up with the right tools at the right time and we get the job done right the first time. We value the reputation of our organization and act with integrity in the interests of our company and our customers.

WHAT IT LOOKS LIKE: PROFESSIONALISM

Individual Contributors

- **How do individuals demonstrate this value?**
 - Show up on time and ready to go with the tools and equipment to do the job right.
 - Do your best work and complete tasks in the way they are meant to be done with a focus on Quality; do not cut corners or take shortcuts.
 - Look at your work through the eyes of the customer—would you be delighted to pay for your work product?
 - Practice honesty and act with integrity at all times, especially in interactions with our customers.
 - Be aware of your responsibility to represent Maloney Group while at work—the way you look and act, the way you speak and interact, it matters.
 - Treat your colleagues and others with respect and dignity.

People Leaders

- **How do leaders model and encourage this value in their teams?**
 - Consistently demonstrate and fulfill the expectations outlined for individual contributors.
 - Have coaching conversations with your teams about how to dress, speak, and interact with customers.
 - Clearly communicate expectations for the execution of quality work (e.g., when to arrive and how to prepare, etc.)
 - Be truthful and transparent with our customers, subcontractors and partners, and your employees and colleagues.
 - Maintain decorum and manage emotion in dealing with charged situations—your team will follow your lead.
 - Provide equal opportunities and consideration to all members of your team.

Organization

- **How does the organization support and create an environment where behaviors in line with this Value can flourish?**
 - Team members will have appropriate well-maintained tools, equipment, and applicable work apparel.
 - Instructions for the execution of quality work will be clearly communicated and consistently available.
 - Appropriate training and development will be provided.
 - The organization will always support employees who are acting with integrity, honesty, and respect, and will respond swiftly and fairly when behavior falls out of line with these expectations.



WE TAKE PRIDE IN
RESPONSIBILITY

We take individual and organizational accountability for our actions and their outcomes.

As we honor our commitments to our customers, we will always prioritize the safety and wellbeing of our people over profit or production. We will do the right thing for our communities and our world by ensuring our practices are sustainable and environmentally conscious.

WHAT IT LOOKS LIKE: RESPONSIBILITY

Individual Contributors

- **How do individuals demonstrate this value?**
 - Review requirements for the task at hand and ensure you have what you need to do the work safely and correctly before you start.
 - Prioritize your safety and the safety of those around you by keeping an eye out for and speaking up about risks; hold those around you accountable to these expectations.
 - Stop work when something feels unsafe, or work is not being done properly.
 - Take care of the environment you're working in by keeping it clean, ensuring waste is disposed of properly, and looking for opportunities to recycle or conserve materials wherever possible.
 - Ensure you're taking care of your personal health and mental wellbeing by taking breaks and time off to rest and recharge.

People Leaders

- **How do leaders model and encourage this value in their teams?**
 - Consistently demonstrate and fulfill the expectations outlined for individual contributors.
 - Ensure your teams have what they need to do the work safely and correctly.
 - Prioritize the safe execution of work in planning; don't sacrifice Safety or Quality to get something done more quickly or to make up time.
 - Be vigilant about assessing potential risks of all activities and clearly communicate how to mitigate those risks.
 - Create an environment where people feel safe to speak up and stop work when something feels unsafe.
 - Keep an eye on your team's health and wellbeing; encourage them to take time off and avoid burnout.

Organization

- **How does the organization support and create an environment where behaviors in line with this Value can flourish?**
 - We will not do business with customers who ask us to compromise the safety or wellbeing of our people.
 - The organization will provide training on how to perform all work tasks safely and provide appropriate equipment for necessary risk mitigation.
 - Teams will not be pressured to make up schedule by pushing limits or taking shortcuts.
 - Leaders who sacrifice the safety or wellbeing of their teams or quality of their work for the sake of production will not be tolerated.
 - The organization will provide access to benefits that allow all employees to live full and healthy lives.



WE TAKE PRIDE IN
INNOVATION

We don't settle for the status quo—we look for opportunities to take good and make it great.

We move quickly to adapt to change and create resilience in our operations. We encourage the hard questions and the audacious ideas. We are safe to fail in pursuit of better.

WHAT IT LOOKS LIKE: INNOVATION

Individual Contributors

- **How do individuals demonstrate this value?**
 - Look for and share ideas of how to do work smarter or faster without sacrificing Safety or Quality.
 - Be flexible and open-minded to changes in the organization; give new ways of working a chance and actively work toward their success.
 - Don't be afraid to fail or take risks in trying new ways of doing things—as long as you're prioritizing Safety and Quality, we only ask that you "fail fast" and ask for the help and collaboration of your team and colleagues along the way.

People Leaders

- **How do leaders model and encourage this value in their teams?**
 - Consistently demonstrate and fulfill the expectations outlined for individual contributors.
 - Encourage your team(s) to bring up ideas and engage seriously with them about possible applications and implications; don't dismiss efforts to disrupt the status quo for the better.
 - Create an environment of psychological safety where team members can challenge the status quo and feel safe to fail.
 - Support and lead the way on organizational changes (e.g., system implementations, etc.).
 - Look for ways to build resilience in your teams and operations, such as cross-training or job-shadowing.

Organization

- **How does the organization support and create an environment where behaviors in line with this Value can flourish?**
 - Celebrate new ideas and ways of thinking and working.
 - Act on and invest in innovations or suggestions from teams when those ideas are found to make business sense.
 - Failure of ideas will not be penalized if there is transparency, and all parties are willing to "fail fast" in the process.



WE TAKE PRIDE IN
DEDICATION

We are tenacious in pursuit of our goals and resilient in the face of challenges.

We are committed to supporting the growth of our organization and the service of our customers by working as a team to promote solutions and, as individuals, to continuously improve our skills and knowledge.

WHAT IT LOOKS LIKE: DEDICATION

Individual Contributors

- **How do individuals demonstrate this value?**
 - Be solution-oriented in your approach to problems; don't default to negativity.
 - Take time to understand the goals of your team and the overall organization and find out how you can individually make an impact on those goals.
 - Bring your full self to work, ready to go and perform at your best.
 - Be attentive to the needs of our customers and your colleagues and do what you can to meet those needs.
 - Be thoughtful about ways you can grow personally and professionally and speak with your supervisor about getting support for that growth.

People Leaders

- **How do leaders model and encourage this value in their teams?**
 - Consistently demonstrate and fulfill the expectations outlined for individual contributors.
 - Be a source of encouragement to lead your team through difficult times.
 - Talk positively to your team about solutions and foster camaraderie in your approach to problem solving.
 - Coach your team on how to be thoughtful about the needs of the organization and our customers.
 - Look for opportunities to develop and invest in your team's skills and actively champion support for that growth.

Organization

- **How does the organization support and create an environment where behaviors in line with this Value can flourish?**
 - Growth and development of employees will be prioritized and seen as an investment in our future.
 - We will listen when our teams propose solutions and make the effort to help them see it through.



WE TAKE PRIDE IN
EMPOWERMENT

We trust each other to own the solution and work cooperatively toward goals.

With open communications and respect for one another, we embrace the unique abilities and strengths that each person brings to their role. We act as owners—our success is the organization's success.

WHAT IT LOOKS LIKE: EMPOWERMENT

Individual Contributors

- **How do individuals demonstrate this value?**
 - Be your authentic self and lean into your natural strengths to fully own and embrace your role.
 - Practice true ownership of your role and feel empowered to take charge from end to end; if you see a way to improve your work, you're empowered to make it happen.
 - Communicate openly, honestly, and respectfully with your team, supervisor and colleagues in all situations

People Leaders

- **How do leaders model and encourage this value in their teams?**
 - Ensure you consistently demonstrate and fulfill the expectations outlined for individual contributors.
 - Take time to learn and engage each of your team members' unique strengths and look for ways to utilize natural talents.
 - Set and communicate clear goals and expectations and trust your teams to deliver.
 - Act as a coach to support your teams in learning how to deliver to expectations.
 - Welcome and encourage open and honest communication without retaliation.
 - Celebrate and reward both individual and team accomplishments.

Organization

- **How does the organization support and create an environment where behaviors in line with this Value can flourish?**
 - Create a culture that prioritizes trust and does not penalize honest mistakes.
 - Whenever possible, the organization will support changes that will help an individual perform their role to the best of their ability.
 - Our organization will have a welcoming environment that embraces diversity and allows all types of people to thrive.
 - Individuals and teams who meet and exceed expectations and goals will be celebrated and rewarded.



YOU BELONG HERE—ACT LIKE AN OWNER

TAKE PRIDE