

TEAM MEMBER ENGAGEMENT PHILOSOPHY



Because of our long, successful history of embracing challenges that have resulted in the huge success story that we have become, we attribute our accomplishments in the marketplace to the SOURCE that has shaped our past and will define the future of Phillips & Jordan (P&J) — **Our People**. To this extent, the future of P&J is defined by the pioneering spirit of determination and smart risk-taking that has earned us the market leader position that we enjoy. Therefore, to sustain our performance and continued growth, we strive to continue to earn the trust and confidence of our Team Members in every aspect of our business. Our Team Member Engagement Philosophy describes what we believe as a company and, as such, establishes the expectations for our Team Members regarding how they can expect to be encouraged, included, and treated by P&J management members.

At P&J, WE BELIEVE:

1. **All Team Members should be treated fairly**, irrespective of their job status, position in the company, length of services, work location, personal characteristics, or any other organizational or human factors. We strive to treat all Team Members with kindness & respect.
2. **Team Members will be compensated fairly for the work they perform for P&J**. We will maintain pay practices that are competitive both within the industry and local market where they work.
3. **Capacity building** is essential to sustaining long-term success. We strive to provide competitive training, skills development, and career growth opportunities to enable Team Members to expand their knowledge and experience, and to increase P&J's business capacity.
4. **Human differences are inherent**. We encourage unique thinking and application of knowledge. We strive to strengthen and expand our business capacity by leveraging the value of difference in human experiences and behavior.
5. **We build communities**. Every Team Member is also a member of a biological family, a local neighborhood, a faith-based community, a soccer team, or some other community group. To this extent, we strive to conduct our business in ways that earn the respect and loyalty of our Team Members, their families, and member communities, enabling us to safeguard our reputation and legacy for this generation and others to come.
6. **Team Member engagement Powers us Forward**. Engagement means that Team Members feel motivated, passionate, and commitment to bring their best work to P&J every day. Therefore, we strive to ensure that each and every Team Member has a voice in the decision-making process.
7. **Trust is the inspiration for innovation**. By expecting and encouraging Team Members to bring their natural creativity with them to work, they become inspired to do their best to make P&J excel in every possible way. The uniqueness of our company is derived from our willingness to trust our people to produce ideas and results that drive ingenuity and innovation in the marketplace.