

PROUDLY SERVING ON THE
FRONTLINES OF AMERICAN
INFRASTRUCTURE



GARRET  **SHIELDS**
— INFRASTRUCTURE —

WHY – WHAT - HOW

VISION – “the why”

WE BUILD AND REPAIR THE CIVIL INFRASTRUCTURE NEEDED TO IMPROVE OUR QUALITY OF LIFE AND GROW ECONOMIC OPPORTUNITY IN THE COMMUNITIES WE SERVE.

MISSION – “the what”

WE PROVIDE SAFE, HIGH QUALITY, AND BEST VALUE CONSTRUCTION SERVICES TO OUR CLIENTS AND THE PUBLIC.

GUIDING PRINCIPLES – “the how”



GUIDING PRINCIPLES

- ✓ Personality and culture of the company
- ✓ How the business operates day in and day out
- ✓ Defines our workplace that attracts, motivates and retains talent
- ✓ Winning the right way

Guiding Principles

1

Safety First!

Our Safety Program has to be world class and our results have to show it. We will never put pressure on each other to increase productivity by taking risks and shortcuts. We are committed to investing in training, equipment and the tools necessary to keep us safe.

Guiding Principles

We do it right the first time every time.

*Second only to our Safety **is the quality of our work.** Garret Shields will build our **reputation** on providing high quality and professional services. There are no shortcuts, and we will still win because of the innovation, **skills** and engagement of our employees.*

2

Guiding Principles

3

A professional and respectful workplace

Our company conducts business in a professional manner. We dress and act appropriately in front of our co-workers and most importantly in front of our clients. We represent professionalism in our actions and appearance at all times.

We have integrity and treat each other with respect and dignity. We do not raise our voice, use profanity, insult, criticize or discriminate anybody at anytime. If there is a dispute, it will be dealt with calmly, professionally and behind closed doors.

Guiding Principles

4

Front Line Focused – Field First

We know who is on the Front line - those closest to the work and the customer and we listen to them. We train and empower our front line so they can make solid fact-based decisions quickly. And when we make a mistake, we encourage each other to do better next time and learn from our mistakes. And we do not wrongly discipline each other thereby discouraging us from making decisions in the future.

Guiding Principles

“We are all IN.”

Commitment to our purpose and each other is our culture. We believe in our vision, mission, and guiding principles.

Performance is first and required for the success and growth of our company. But we equally value how our employees approach their work positively, their commitment to the company and ability to work as a team.

5

Guiding Principles

Work with a purpose

VISION – “the WHY”

“To improve the quality of life and drive economic opportunity in the communities we serve”

MISSION – “the WHAT”

“To provide safe, high quality, and best value civil infrastructure services to our clients and the public.

6

Guiding Principles

Centralized direction - Decentralized execution

We are passionate about our work and all of us have great ideas. We know our leadership team will set the destination while we determine the course. Simply put, we will be committed to the company's decisions on the Why and the What and we will be expected to answer the How.

7

Guiding Principles

Keep it simple

Our business can be complicated, but we keep it simple and easy to understand. It is always more effective and impressive to say more with less.

8

Guiding Principles

If it doesn't make sense...challenge it

We are encouraged to challenge everything we do and the reason why we do it. We embrace constructive debate – the ones that lead to clarity and progress. That is how we are going to stay ahead of the competition and become a continuously improving business. We also know not to stop at the challenge, but to find the solution.

9

Guiding Principles

We don't complain – we just fix it!

Complaining wastes time and is a negative influence on the business. We embrace problems and are excited at the chance to use our innovation and creativity to find solutions. Over time these become best practices and builds a stronger company ready for anything. We encourage each other to understand our problems, spend time on the solutions and make sure everyone is listening.

10

Guiding Principles

We know what's important

We know what it takes to be successful. Our company encourages us to have a balanced life and gives us the tools to focus on our most important stakeholders in the proper order.

1. *Family*
2. *Employees*
3. *Clients and the Public*
4. *Business Partners*

11

Guiding Principles

Candid Communication

For our business to be successful and continually improve, it is necessary for us to be candid and frank with each other. It is not fair to anyone to avoid difficult conversations in fear of hurting another's feelings. We are in this together and all have the best intentions to perform at the highest level and make the right decisions. Simple frank conversations keep our business moving forward together.

12

Guiding Principles

13

Resolve conflicts quickly and professionally

Problems or disagreements happen in business. Whether it is with our clients, employees, or business partners, we don't avoid difficult conversations or shy away from conflicts. Procrastination only makes matters worse and causes unnecessary stress and distraction from what really matters, building a successful business.

Guiding Principles

Do what you say your going to do and own it

If we say it, we mean it and we will do it. And if we don't deliver on our promise, we will own it and fix it – no excuses.

14

Guiding Principles

Be responsive – 24/7

Our mission is to provide world class services and solutions to our clients. When the phone rings, we answer it. When we have a message or an email request, we reply to it. And if we don't have an answer right away, we will let you know that we are working on it and will be in touch soon. Business today has new working hours 24/7.

15

Guiding Principles

Meritocracy – “Quality over Quantity”

We reward performance, new ideas and solutions no matter where they come from or how long someone has been with the company.

16

Guiding Principles

A level playing field

No one is more important than another at Garret Shields Infrastructure. Everyone has a role on the team with core position responsibilities that when accomplished together, lead to a growing and successful company.

17

Guiding Principles

18

Titles are for business cards – not for making decisions

We include the feedback from everyone, regardless of your Title or Seniority, in our business decisions and the direction of our company. Good ideas don't come from our Titles on our business cards, but from our team of engaged employees across the company.

Guiding Principles

Open doors and ears

The best ideas on how to improve our business should come from every corner of the organization. We listen to everyone at anytime because we never know where the next great idea will come from. Our doors are always open making it easy for conversations between our staff and management. And we listen and allow each idea or discussion to be debated and then we take action on those great ones.

19

Guiding Principles

Praise in public, discipline in private and never criticize

In keeping with our respectful and professional workplace and treating all employees equally, our managers will recognize our employees often while keeping all corrective counseling done behind closed doors. And we never criticize when counseling our employees.

20

Guiding Principles

Never saying “that’s not my job”

We all have clear roles and responsibilities, but our business is dynamic and when needed, we help each other and are expected to jump in and help whether asked or not.

21

Guiding Principles

Celebrate our successes and talk about our failures

Business should be fun and winning is the goal. We take the time to celebrate our success while at the same time we should not disguise or hide our failures. They are an opportunity to learn and get better. We are not embarrassed at our mistakes and do not see them as weaknesses but as opportunities. The reality is if we are not making mistakes we are not getting better. If we take calculated risks and learn from our mistakes, then the bar gets higher.

22

Guiding Principles

Recognize and reward

Our employees are doing great things everyday. We take the time out to say “Thank you” for these extraordinary efforts happening everyday. We take the time to know who is doing what and acknowledge them properly and make sure no one feels like their efforts are going unnoticed.

23

Guiding Principles

Just Do It!

Think small and be nimble. Don't overthink every decision and wait for consensus. Use your experience and wisdom combined with your integrity to make well thought out timely decisions. And if you are wrong, learn from your mistakes and move on.

24

Guiding Principles

Follow Guidelines – not Rules

Our company is full of thinkers and pioneers. We don't want to put a cap on our potential with rules that may be outdated or not in line with each and every objective in the business. We promote guidelines to keep decisions on track while always encouraging our employees to find best practices within the lines.

25

Guiding Principles

Employee performance = No Surprises!

We communicate frequently and timely when it comes to our employee's career. The conversations should be respectful but frank and candid. And we will never act on someone's career without the employee knowing what is going on well in advance. Simply put, NO SURPRISES.

26

Guiding Principles

We believe it's far better to *train* our employees *and lose* them than it is to *not train* them *and keep* them.

We are committed to having the best people in the business. Our Training Program is designed to grow our employees and develop their skills to handle the increasingly responsible roles they accept. The investment in our people is one of the easiest decisions we can make with our capital. And the strength of our company and culture will protect our investment as each employee will grow with Garret Shields and have new opportunities.

27

Guiding Principles

The Power of One

*Each employee has only **one Direct Supervisor**. We need accountability to be successful, and this structure allows no miscommunication or conflicting expectations. We know we work as a team and may report to several managers or supervisors at different times in our career. But if there is an issue about our performance or career goals, we know who to talk to at any time – our Direct Supervisor.*

28

Guiding Principles

It's better to give than to receive.

We take responsibility and we give credit. If you do something great, everyone will already know it. Be humble and don't worry about taking credit for the victories. Our success is a team effort, and we like to recognize others before ourselves.

29

Guiding Principles

To get the best, we must give the best.

We expect our company and employees to offer world-class services and solutions. We are committed to investing in the best equipment, tools, resources and sharing our wisdom to achieve the best. We want to be recognized as an industry leader in using the latest technology to provide our clients new solutions to their problems.

30