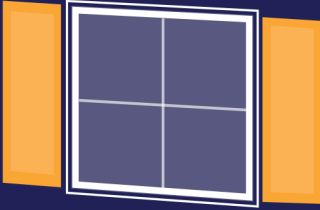




Associate Owners

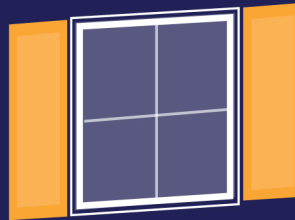


Core Customer

A business **leader** in the construction industry who **values** supplier **partnerships**, depends on the supplier's **expertise**, and relies on their **performance** to meet their **commitments**.

Quarterly &
Annual Planning

ROCKS

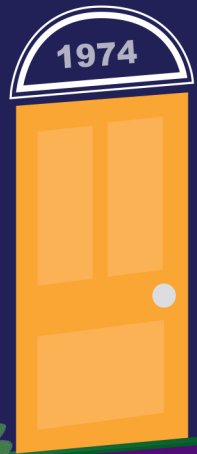


Brand Promise

You can **rely** on us to **support** you and your customers, **deliver** exceptional service, and **never pressure** you to buy something you don't need.

TASKS

Daily & Weekly
Huddles



OUR BHAG:

\$200 by 12.31.31

Our 4 Core Values

We are
honest and
loyal

We
continuously
learn and
improve

We
care

We **do what
it takes**
to get
things done

OUR PURPOSE

Great people helping build great things

EST.
1974



4 Core Values & Our Guiding Principles



We are
honest and
loyal



We
continuously
learn and
improve



We
care



**We do what
it takes**
to get
things done

- 1.** We respect and appreciate all stakeholders: each other, customers, suppliers, and our industry.
- 2.** We value partnering with our stakeholders.
- 3.** We consider the long-term value of our customers, not just the profit or loss on a few transactions.
- 4.** We value open and honest communication.
- 5.** We consider how our actions impact other parts of the system.
- 6.** We believe that 94% of the problems, errors or mistakes are a result of the system and only 6% are attributable to an individual (Fundamental Attribution Error-Our 94/6 Rule).
- 7.** We make tough decisions in the interest of the entire Hallmark system.
- 8.** We coach for performance and growth, not to instill fear and reprimand.
- 9.** We encourage and support lifelong learning.
- 10.** We believe Professionalism is manifested in the way we dress, act, and communicate with stakeholders. Complaining about our direction or talking negatively about other associates, customers, suppliers, or competitors is not professional.
- 11.** We are responsible to work the hours we are paid, work on value-adding activities and follow the processes and tools that are part of our role.
- 12.** We support a work-life balance.
- 13.** We conduct ourselves with integrity, complying with all applicable agreements and laws.
- 14.** We judiciously use the resources of all stakeholders.
- 15.** We have a commitment to the safety and well-being of our associate owners.