



THIRD COAST FUNDAMENTALS

THIRD COAST WAY

At Third Coast, our leadership has defined 35 core behaviors that form the foundation of our success and legacy. Known as the "Third Coast Way," these fundamentals shape how we act, make decisions, and conduct business every day. They reflect where we came from, who we are today, and who we strive to become. More than guiding principles, they represent the standards that every team member upholds and lives by to strengthen our shared culture and future.

FUNDAMENTAL | 1

BE VIGILANT ABOUT SAFETY

Know and practice the safety procedures for your job. Watch out for the safety of your teammates as well, for we're all part of our company's family. Never take shortcuts that compromise your safety or that of your teammates.

FUNDAMENTAL | 2

DO THE RIGHT THING, ALWAYS

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right.

FUNDAMENTAL | 3

DELIVER RESULTS

While effort is important, people expect results. Follow up on everything and take responsibility to ensure that tasks get completed. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

FUNDAMENTAL | 4

MAKE A DIFFERENCE

Be an active part of your community. Give back by contributing your time, effort, and where appropriate, your money, to make your community better. Every little bit matters. You can and do make a difference.

FUNDAMENTAL | 5

DELIVER LEGENDARY SERVICE

It's all about the experience. With every experience, do the little things, as well as the big things, that surprise people. Make every interaction stand out for its helpfulness. Create the "WOW" factor that turns customers into raving fans. This includes both internal and external customers.

FUNDAMENTAL | 6

MAKE QUALITY PERSONAL

Demonstrate a passion for excellence and take pride in the quality of everything you touch and everything you do. Have a healthy dislike for mediocrity. Good is not good enough.

Always ask yourself, "Is this my best work?"

FUNDAMENTAL | 7

ASSUME POSITIVE INTENT

Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions.

Give people the benefit of the doubt.

FUNDAMENTAL | 8

THINK AND ACT LIKE AN OWNER

Make decisions by asking yourself, "What would I do if this were my company? What would I do if this were my own money? Will this help the company to succeed?" Be a good steward of our resources.

FUNDAMENTAL | 9

HONOR COMMITMENTS

Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, and meetings. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

FUNDAMENTAL | 10

WALK IN YOUR CUSTOMERS' SHOES

Understand your customers' world. Know their challenges and frustrations. See the world from their perspective. The better you understand them, the more effectively you can anticipate and meet their needs.

FUNDAMENTAL | 11

LOOK AHEAD AND ANTICIPATE

Solve problems before they happen by anticipating future issues, planning for contingencies, and addressing them in advance. Work with appropriate lead times. Preventing issues is always better than fixing them.

FUNDAMENTAL | 12

SHOW MEANINGFUL APPRECIATION

Recognize people doing things right, rather than pointing out when they do things wrong.
Regularly extend meaningful acknowledgment and appreciation — in all directions
throughout our organization.

FUNDAMENTAL | 13

THINK TEAM FIRST

It's not about you. Don't let your ego or personal agenda get in the way of doing what's
best for the team. Be there for each other and be willing to step into another role or help a
coworker when that's what's required for success. Help each other to succeed.

FUNDAMENTAL | 14

REDUCE OR ELIMINATE WASTE

Look for opportunities to reduce or eliminate wasted time, money, materials, and effort.
Our job is to do it right, and to do it fast, without sacrificing competitiveness, quality, or
safety.

FUNDAMENTAL | 15

KEEP THINGS FUN

While our passion for excellence is real, remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.

FUNDAMENTAL | 16

COMMUNICATE TO BE UNDERSTOOD

Know your audience. Write and speak in a way that they can understand. Avoid using internal lingo, acronyms, and industry jargon. Use the simplest possible explanations.

FUNDAMENTAL | 17

BE RELENTLESS ABOUT IMPROVEMENT

Regularly evaluate the way you/we work to find ways to improve. Don't be satisfied with the status quo. "Because we've always done it that way" is not a reason. Guard against complacency. Find ways to get things done better, faster, and more efficiently.

FUNDAMENTAL | 18

EMBRACE CHANGE AND GROWTH

What got us here is not the same as what will get us to the next level. Get outside your comfort zone, rather than stubbornly hanging on to old ways of doing things. Be excited by the possibilities that change and growth bring. Be flexible.

FUNDAMENTAL | 19

TREAT EACH OTHER LIKE FAMILY

Our relationships go deeper than simply being teammates at work. We genuinely care for and about each other. Whether it's a kind word during a tough stretch, a friendly smile each morning, or a helping hand in stressful times, show your compassion.

FUNDAMENTAL | 20

FOLLOW OPERATING PROCEDURES

Rigorously follow our operating procedures to ensure consistency and high performance. Be especially mindful of our industry regulations, as these are outright requirements for doing business.

FUNDAMENTAL | 21

TAKE OWNERSHIP

Take personal responsibility for making things happen. It's never someone else's job or someone else's fault. Be resourceful and show initiative. If you see it, own it, and make sure it gets done. Don't make excuses.

FUNDAMENTAL | 22

WHEN IN DOUBT, COMMUNICATE PERSONALLY

When delivering difficult or complex messages, or in emotionally charged situations, speak "live" versus hiding behind email or voicemail. Where appropriate, follow up in writing to confirm your understanding.

FUNDAMENTAL | 23

PAY ATTENTION TO THE DETAILS

Missing just one detail can have an enormous impact on a job. Be a fanatic about accuracy and precision. The goal is to get things right, not simply to get them done. Double-check your work. Get the details right the first time.

FUNDAMENTAL | 24

WORK SMART

Be organized and plan your work for maximum efficiency. Have all the tools necessary before starting your work. Look ahead and be thoughtful about your schedule. Have a game plan for your calls, your tasks, and your workday. Know the priorities and work on them first.

FUNDAMENTAL | 25

TAKE PRIDE IN OUR APPEARANCE

Your personal appearance makes a strong statement about the pride you take in your performance. Dress neatly and professionally. The appearance of our facilities makes a similar statement about the quality of our work. Take responsibility to see that our environment is clean, neat, and professional.

FUNDAMENTAL | 26

INVEST IN RELATIONSHIPS

Get to know your clients and coworkers on a more personal level. Talk more and email less. Understand what makes others tick and what's important to them. Strong relationships enable us to more successfully work through difficult issues and challenging times.

FUNDAMENTAL | 27

OWN YOUR WORK-LIFE BALANCE

Own and protect your work-life balance. Know and communicate boundaries and when you need to take a break to refresh and recharge. To give your best, you must be at your best.

Be a steward of our most valuable resource: you!

FUNDAMENTAL | 28

BE PROCESS-DRIVEN

Create systems and processes that support our ability to perform with consistency. Strong processes are the foundation of organizational effectiveness.

FUNDAMENTAL | 29

USE DATA TO MAKE DECISIONS

Make good decisions by relying primarily on facts and data, rather than solely on opinions or emotions. Be objective. Analyze the data and use this information to make better decisions.

FUNDAMENTAL | 30

TREASURE, PROTECT, AND PROMOTE OUR REPUTATION

We're all responsible for, and benefit from, our company's image and reputation. Consider how your actions affect our collective reputation, and be a proud ambassador for the company.

FUNDAMENTAL | 31

LEAD BY EXAMPLE

The best way to influence others is through your own example. Walk the talk. Take responsibility, both formally and informally, to coach, guide, teach, and mentor others. Be the change you want to see.

FUNDAMENTAL | 32

DEBATE, THEN ALIGN

Healthy, vigorous debate creates better solutions. Debate concepts without making personal attacks. Check your ego and push for the best solution, rather than your solution. Once a decision is made, however, get fully aligned by putting your complete support behind it.

FUNDAMENTAL | 33

BE VIGILANT ABOUT CONFIDENTIALITY

Our clients share information with us because they need and trust us. Honor that trust by keeping their information in confidence and taking appropriate steps to safeguard how and where it's used. The same is true for information about our own organization as well as about your teammates.

FUNDAMENTAL | 34

COLLABORATE

Share information and work together. Collaborate internally and with our clients and partners to find better solutions. Collaboration generates better ideas than does working alone. Be inclusive.

FUNDAMENTAL | 35

FIX PROBLEMS AT THE SOURCE

Address issues by discovering the root cause rather than simply tackling the symptoms. It's better to invest time in developing a long-term solution rather than simply applying a "Band-Aid."