

Culture as a Differentiator

Leadership Focus

Leadership Focus



- Commitment to integrity
 - Business ethics/Code of conduct
 - Building trust of stakeholders
- Financial discipline
 - Continuous review of all financial activities
 - Appropriate allocation of customer granted resources

Leadership Focus



- Risk management
 - Continuous review of risk performance
 - Tools and benchmarks to manage
- Culture of positive change
 - Technology commitment
 - Constant evolution of business to serve stakeholders

Leadership Focus



- Environment creation
 - Relentlessly positive
 - Retention/Recognition/Work Environment

Commitment to Integrity



- General Management has signed code of conduct
- More than just words
 - Service/security assignment issued by customer
 - All actions through the prism of code
- Earn and maintain respect of stakeholders
 - Customers
 - Employees
 - Owners and lenders

Financial Discipline



- Importance in current environment
 - Each spending decision is important
 - Discipline will translate well to recovery
- Ability to “value price” our services better than the competition
- Match resources to service requirements
- Remember we are a leveraged business
 - Banks are challenging partners these days

Risk Management



- Stakeholders interests
- Macroeconomic risk (uncontrollable)
 - Service revenue, commodity prices
 - Government requirements and pass thru ability
- Microeconomic risk (controllable)
 - Contract language
 - Operational procedures
 - Operation investment

Culture of Positive Change



- Customers are always changing expectations
- Competitors are always closer to replicating our successes and avoiding our failures
- Technology accelerates the need for this evolution
- Culture means you must embrace change and accept that “standing still” is not an option

Environment creation



- We are a “people focused” company in contrast to “process focused”
- Challenge of being “relentlessly positive” in the last 2 years
- Make sure the current team understands we are making responsible decisions based on all stakeholders interests