



RODNEY'S AXIOM

360's Culture Code | [V2](#)

What is a culture code and why do we have one?

- ▶ A culture code is a guide for how we engage with each other, with our clients, and with the world at large.
- ▶ We have one so that we can lay the foundations for a culture that can drive our *100-year business* model.

Purpose and Mission Driven

This is **why** we work here and **what** we deliver as a business.



Purpose: We Make a Difference

The work we do makes a difference for the planet, our people, and our stakeholders.



Mission: We Make it Simple

Our mission is to deliver simple solutions to complex engineering and environmental projects.



RODNEY'S... where it all began

NOVEMBER 2015

Three optimistic, energetic, and idealistic founding entrepreneurs spent an evening at Rodney's Oyster Bar in Calgary, AB and made the decision to launch 360. That fateful night started a transformative company with a strong desire to alter the landscape of oil and gas site closure.

The ability to take decisive action after careful planning has been a hallmark of the 360 brand since that day and is an area of pride for the business.

The entrepreneurial spirit which existed in 2015 with our three partners is today driven by an amazing team who share a similar spirit and a cohesive team value system. This value system is captured inside of Rodney's Axiom.





Swayze, 360, and the Mullet Life

360 is all business in the front, and all fun in the back.

Patrick Swayze and his stylish flow represent the iconic image of 360's culture. He's the classiest man to ever grace the silver screen. Style, grace, and an aura of cool.





The 4 Foundational Pillars of our Culture

360 is building a 100-year business.

- 1 **We follow 360's Standards of Excellence**
- 2 **We maintain the highest standards for Health, Safety, and Wellness**
- 3 **We deliver on Client Obsession**
- 4 **We empower and invest in our people**



FOUNDATIONAL PILLAR #1

We follow 360's Standards of Excellence

The guiding principles, moral compass, and underlying value system of 360



1. No Dickheads Allowed (N.D.A.)

The most important policy we have.

- ▶ **Bullying, belittling, mistreatment, or any other dickhead behavior is not tolerated**
- ▶ **You are accountable to your team, yourself, and those you serve**
- ▶ **Respect the viewpoints of others**
- ▶ **Make morally sound choices**



2. Trust Builds Candor & Candor Builds Trust

Trust allows us to give clear feedback, and Candor makes us better.



We build trust by:

- Being accountable to our teammates
- Being respectful of others' opinions
- Not being a dickhead



Candid, actionable, and timely feedback is an expectation of all 360 team members



Feedback must be delivered and accepted with positive intentions by all



3. Watch the Pennies

Always act in 360's best interest when making financial decisions.

- ▶ **We must be able to stand in front of our peers and justify any expenses**
- ▶ **Do not underfund important decisions**
- ▶ **Make spending decisions that are for the betterment of 360**
- ▶ **Pay attention to the details – for our clients and for the business**



4. We are a High Performing Team

Focused, curious, accountable, and empowered.

- ▶ **We will always maintain a growth mindset with a willingness to learn and constantly improve**
- ▶ **We will hold each other accountable for our actions, commitments, and our results**
- ▶ **We will encourage collaboration, diverse perspectives, and challenging conventional thought**
- ▶ **We will provide clarity on roles and clear targets to help align our team**
- ▶ **We will emulate those who inspire us; take their best qualities and make them work for us – *borrow the best!***





FOUNDATIONAL PILLAR #2

We maintain the highest standards for health, safety, and wellness

A consistent focus on the physical and mental safety of our people



Physical Safety

360's highest operational priority is to ensure everyone returns home safely.



Safety leadership

- Model the behaviour you want to see
- Reinforce this commitment with constant attention through spoken words, actions, and written intentions
- Always focus on the “why”



Safety accountability and ownership

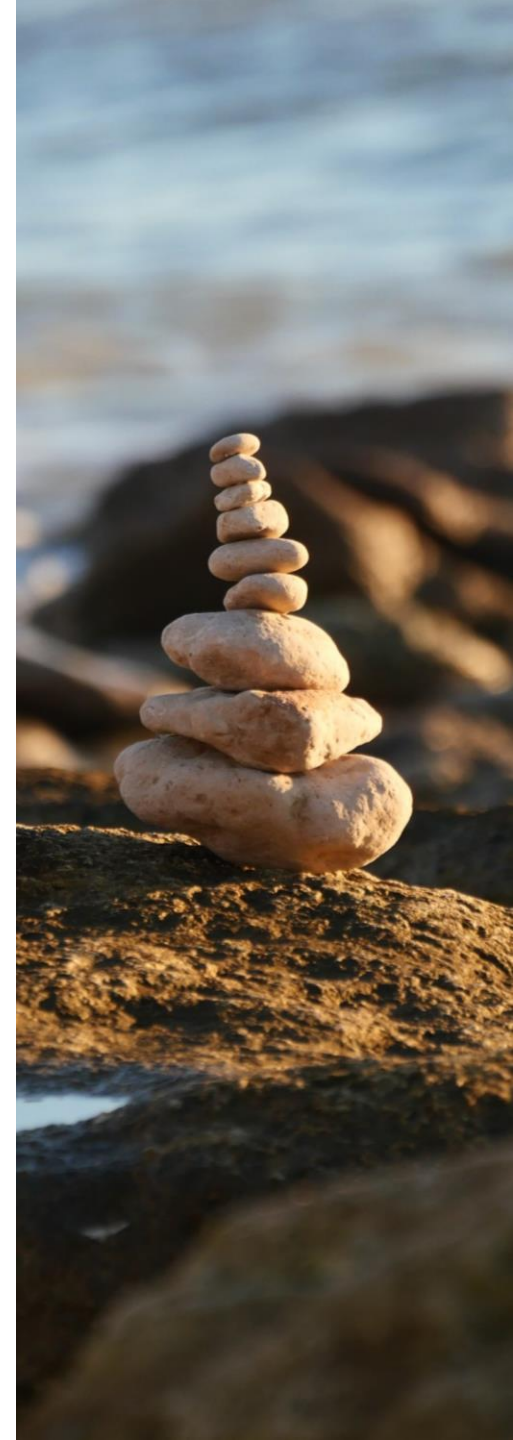
- Be accountable for your results
- Accept responsibility for your actions
- Take ownership of your mistakes
- Use *candor* to help reinforce dialogue and to build trust



Health and Wellness

360 invests time and money into developing healthy people and a safe workspace.

- ▶ **Psychological safety at the forefront**
 - We create a trusting and safe space with open dialogue, transparent policies, and supported feedback loops
- ▶ **Activity and movement will be encouraged**
 - 360 supports initiatives that promote awareness of health, movement, and wellness
- ▶ **Wellness comes in many forms**
 - We encourage our people to spend time practicing activities that bring them joy and nourish their individual well-being
 - The 360 Mullet Bank reinforces this with flexibility and autonomy
- ▶ **Teams and leaders will check in on mental health regularly**
 - Formal and informal networks will provide outlets for open conversations





FOUNDATIONAL PILLAR #3

We deliver on Client Obsession

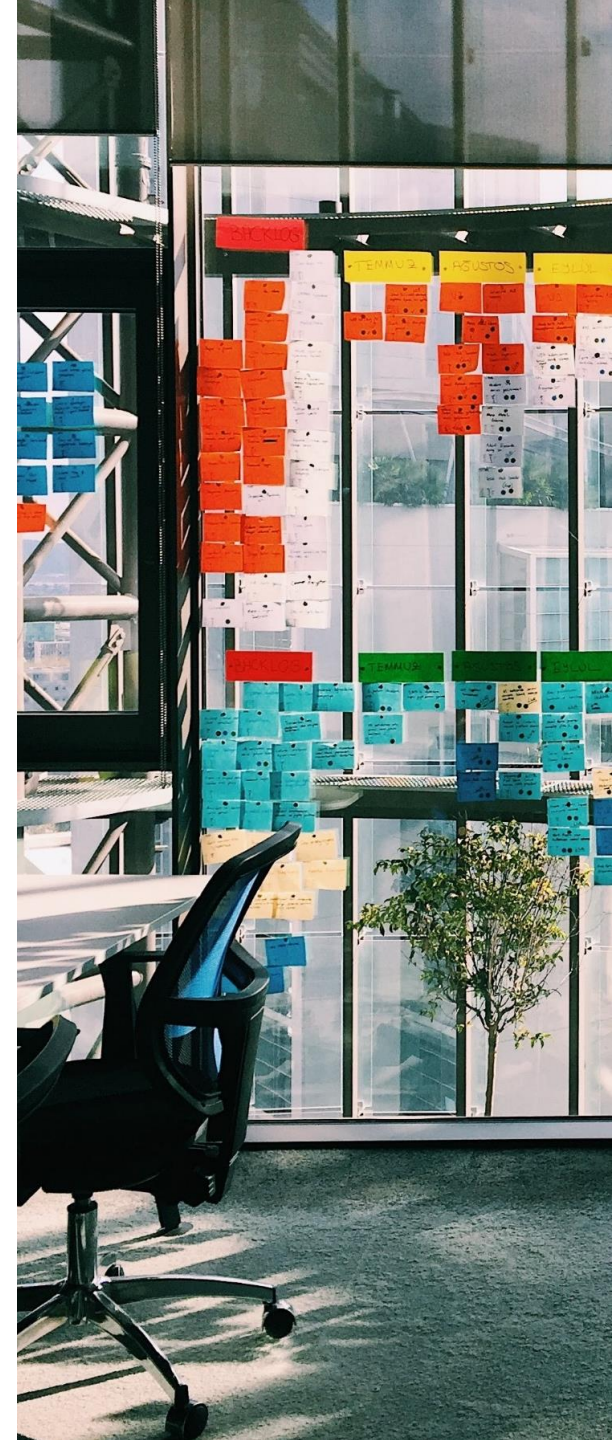
360's Client Obsession is about **knowing more** and **doing more** than what's expected and is delivered both externally and internally



What is Client Obsession?

Everything we do is driven by a need to make our clients' lives easier.

- ▶ **Caring about our clients' needs and delivering on our mission to *Make it Simple* at every opportunity**
- ▶ **Paying attention to the details, anticipating our clients' needs, and delivering the highest quality outputs**
- ▶ **Managing expectations with clear, timely communications and thoughtful planning**
- ▶ **Asking for candid feedback as an opportunity to continually improve**





FOUNDATIONAL PILLAR #4

We Empower and Invest in our People

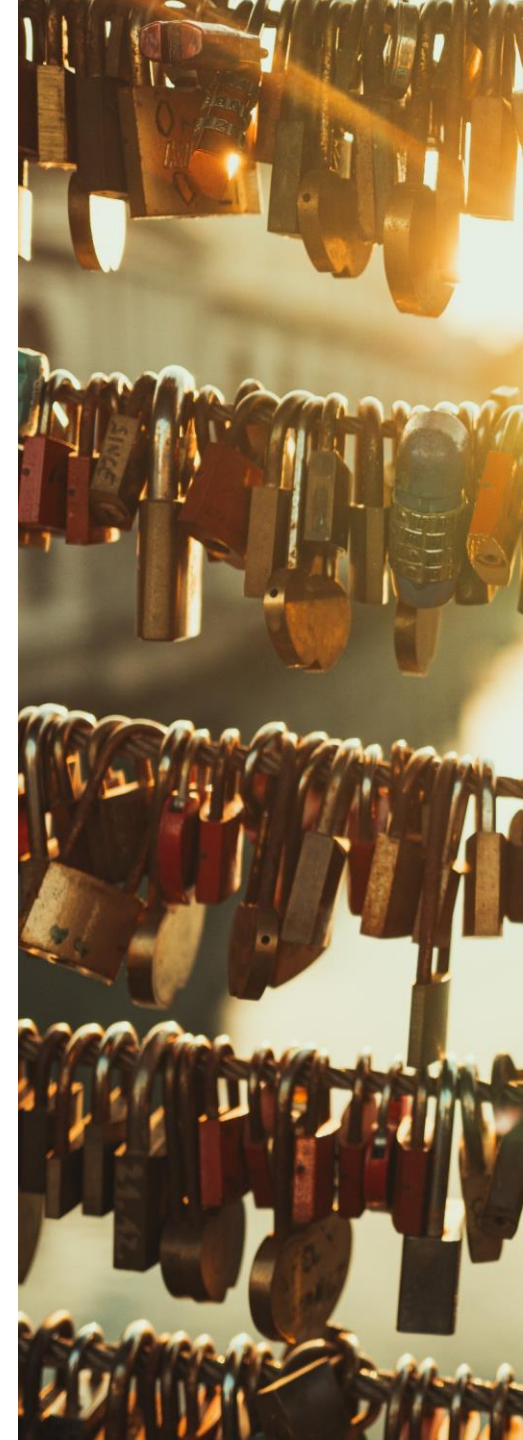
Great people drive great business



1. Build Trust

The glue that holds a team together.

- ▶ **A culture of feedback**
Consistent formal and informal feedback loops
- ▶ **A safe place to fail**
Wins and losses will be celebrated regularly and equally
- ▶ **Promotion of *candor* as a core pillar**
Seeking out direct feedback as a core strategy
- ▶ **Encouraging of new ideas**
New initiative sourcing and templates
- ▶ **Support for team building and social collisions**
Mullet meetups



2. A Dynamic Corporate Structure

Re-thinking organizational dynamics in a people-centric business.

- ▶ **Team of Teams - A focus on how we work together**
Defining project-specific teams with defined roles and task clarity
- ▶ **Organizational Charts – Our “home base”**
Defining reporting structures, performance reviews, and compensation structures
- ▶ **High levels of opportunity and cross-BU teams**
- ▶ **Promote talent over tenure**
- ▶ **Culture of *candor***

CREATE STRUCTURE THAT SUPPORTS EXCELLENCE AND ALLOWS FREEDOM

“360 will promote autonomy and agile decision making. This agility will be fostered by sound, safe processes and emphasized by training individuals and teams together.”

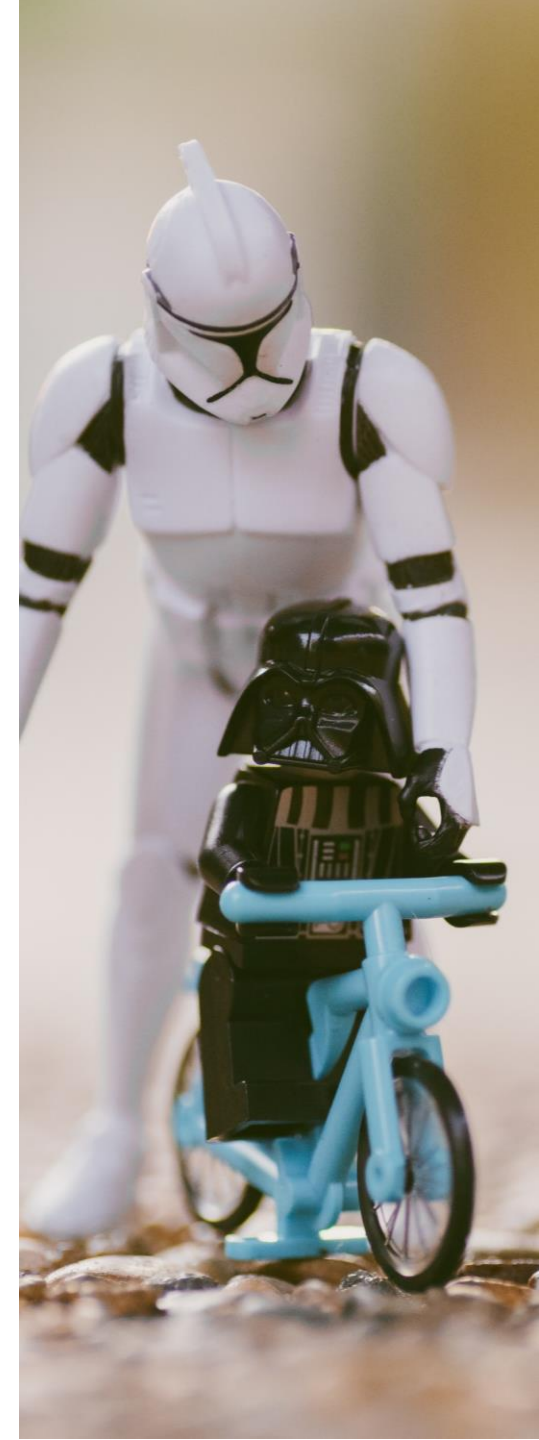
– Ryan Smith, Partner/CEO



3. Training and Leadership

360 invests in education and training to develop high performance through:

- ▶ **360 University**
- ▶ **Project management principles**
- ▶ **Safety and wellness leadership training**
- ▶ **Standard Operating Procedures for consistent, safe delivery of services**
- ▶ **Business Fundamentals**
- ▶ **Emotional Intelligence and thought leadership awareness**



4. The 360 Talent Funnel

360 will seek out and develop high performers.



5. Social Impact

Supporting ES&G and Sustainability.



A focus on community building

- 360 will seek to support the communities in which we work via third party vendor selection, employment, and funding community initiatives
- Measuring the social impact will be a pillar in this philosophy



Diversity, equity, and inclusion supported by a strong moral compass

- A diverse workforce gives power to broader thinking



The 360 culture will be emphasized

- The back of Swayze's mullet is just as important as the front. 360 will have fun and encourage creating lasting relationships
- Team members will form the committees to support these initiatives





SUMMARY

The 4 Foundational Pillars of our Culture

1

We follow 360's Standards of Excellence

- No Dickheads Allowed
- Trust Builds Candor and Candor Builds Trust
- Watch the Pennies
- We are a High Performing Team

2

We maintain the highest standards for Health, Safety, and Wellness

3

We deliver on Client Obsession

4

We Empower and Invest in our People

- Build Trust
- A Dynamic Corporate Structure
- Training and Leadership
- The 360 Talent Funnel
- Social Impact





“This is neither the beginning nor the end. Our culture grows, shifts, and evolves over time and is never complete. It is the responsibility of all to foster this growth mindset.”

RODNEY'S AXIOM



APPENDICES

Client Obsession – *What is it, and how do we do it?*

Dynamic Corporate Structure - *Team of Teams and the Org Chart*