

Cross Company Cultural Cornerstones

BEST PRACTICES

Customer Service Ethic – Serving our customers by creating genuine value for their business. Whether it's through improving quality, increasing efficiency, or reducing their risk, strive to make our customers better through every encounter with them. Being proactive and continually improving our ability to find solutions to our customers' problems and providing them with world-class customer service.

Character, Integrity and Ethics – Working hard and being able to rely on the work that you do and the results you produce. Consistently asking “what is the right thing to do” and then doing it, even if it's risky or hurts profits. Having the courage to run toward problems, not away from them.

Patience – Creating a space where people can speak freely. We encourage passion and welcome dissenting opinions, but we believe that anger is when passion ceases to be productive.

Forgiveness and Grace – Extending forgiveness and grace when wronged. In all interactions, assuming a good intention in others. If someone makes a mistake, approach them with an open mind and an understanding that we all make mistakes. Work through issues by addressing them directly.

Customer Service Ethic

Team-Oriented and Collaborative

Safety

Authentic and Humble

Servant Leadership

Patience

Forgiveness and Grace

Kindness

Team-Oriented and Collaborative – Being 100% committed to the success of customers, teams, and teammates. Mentoring and training teammates and supporting their growth. Seeking out other perspectives, creating better decisions as a result. Working hard and understanding how our work impacts customers and associates. Understanding and encouraging diversity within teams (diverse backgrounds, thoughts, perspectives, etc)

Safety – Being 100% committed to our safety and the safety of those around us. Always being prepared, being present, being aware and being careful. Doing everything we can to ensure that everyone we come in-to contact with goes home to their loved ones at the end of the day.

Authentic and Humble – Showing and expecting respect from everyone, regardless of position or influence. Seeking first to understand others and their perspectives. Being genuine and letting go of ego.

Kindness – Working with a smile and being friendly. Showing genuine appreciation and generosity toward our fellow associates. Providing feedback even when it's hard.



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Customer Focused – Understanding we do not exist without our customers. Providing support for our employee-owners so they can provide world class service to our customers. Gaining insight into the needs of our customers and effectively meeting those needs by providing genuine value.

Stewardship – Taking a long term view and maintaining financial stability and growth for the ESOP. Acting with the mindset that this company will exist long beyond our careers here. Understanding that reckless decisions impact the retirement of our teammates.

Transparent – Creating a culture of transparency around decisions, financials, etc. Expecting our associates to utilize the transparency to gain a better understanding of our business.

Committed – Commitment to growing our skills to better ourselves, our team and the company. Commitment to creating value for our customers. Putting our all into the goals, strategies, and initiatives of Cross, our customers, and each other.

Entrepreneurial/Empowered – Appreciating great ideas and contributions and giving people the leeway to put them into practice. Willing to take appropriate risks to try new things and react to the results. Appreciating our associates' expertise in their field and allowing them the freedom to apply it to our customers and associates. We expect and empower our associates to react quickly to customers.

Safety – Taking ownership of your own safety and the safety of everyone around you. Knowing that safety has a long lasting impact on all of us and our ESOP. Stopping what we are doing and taking the time to work safely, no matter what.

Results-Oriented – Creating value and getting results to grow our ESOP. Being resilient when confronted with setbacks and finding a solution. Having a strong bottom-line orientation. Persevering in accomplishing our goals despite obstacles and setbacks. Pushing ourselves and helping others achieve results.

Accountable – Quickly making good decisions using sound processes and an understanding of the impact across the organization. Taking accountability for those decisions and owning the results, both good and bad. No finger pointing or blaming others.

