



The Best Businesses Are Built With Purpose

This may sound cliché, but at DWM Holdings, we approach business differently. In fact, within our industry, our unique focus on mutually beneficial partnerships could be considered a “game changer.” What makes us unique and why should you care? Allow us to share a few pages from our Playbook.

Since transparency is important to DWM Holdings, we’ll start by being honest: Most people could care less about a company’s mission statement or vision. Although the majority of companies have one, surveys show these carefully crafted statements have very little influence on how many of these businesses actually do business.

According to Wikipedia, a mission statement is intended to “guide the actions of the organization, spell out its overall goal, provide a path, [and] the framework or context within which the company’s strategies are formulated.” That sounds noble – and even essential – for a successful company, and yet, in the daily hustle to meet customer needs, hit aggressive business targets and respond to competitive threats, these “guiding principles” are often the first things to slip. So, we get why people are skeptical about their value.

However, another truth is that the most successful corporations are those that have teams focused around a common purpose and have deeply socialized guiding principles. They accomplish this by putting them into practice every day instead of letting them gather dust in a binder or simply decorate the wall.

At DWM Holdings, we attribute our growing success to holding ourselves to a core purpose that allows us to navigate uncertainty, encourage long-term thinking, and simplify day-to-day decision making.

Our Purpose:

We cultivate partnerships through transparency, candor and empathy.

Our Mission:

Be the premier pole manufacturer.

Our Vision:

Providing the poles that connect tomorrow’s world today.

It All Begins with “Why”

The natural way for most organizations to communicate is from the outside in – telling people what they do and how they do it. From there, they expect that a certain behavior, like a purchase, will follow. Few organizations communicate from the inside out.

The simple concept of starting with the “why” is referred to as “The Golden Circle,” developed by optimist and author Simon Sinek. He states that clearly defining our “why” gives us something through which to filter our everyday decisions and actions – it gives us clarity, direction and meaning. The “why” inspires us.

Of course, the “why” must also be aligned with the “how” and the “what,” which work together to provide a foundation for innovation and building trust. Using this concept, DWM Holdings has outlined the following:

This all sounds good, right? However, one more truth is that unless these statements are backed up by actions, they are completely meaningless.

Staying True to What We Believe

Once we established our reason for being (i.e., our Why), it was important that we define what beliefs are critical to support it. These became known as our Guiding Principles. They hold us accountable, and perhaps, more importantly, they drive high standards, both internally and externally by acting as filters for vetting our actions and decisions, as well as the actions and decisions of others. What does all this mean for you? It means that we are authentic and continually strive to do the right thing, not just for our business, but for everyone in the value chain. Isn't that refreshing?

Our Behavioral Principles guide what we do and say. Our Strategic Principles ensure that the decisions we are making allow us to stay true to the fabric of who we are.

BEHAVIORAL PRINCIPLES

LEARN continually; **SHARE** knowledge generously

RECOGNIZE meaningful efforts thoughtfully; **ACKNOWLEDGE** achievements joyfully

CHALLENGE the status quo thoroughly; **THINK** expansively

ENGAGE with others genuinely; **COLLABORATE** intensely

INTERACT openly; **LISTEN** actively

STRATEGIC DIRECTION PRINCIPLES

SAFETY and **CULTURE** first

PERFORMANCE is measured not just by what we do, but also **HOW** we do it

SETTING expectations and **MEASURING** results are never optional

KNOWING and sharing **WHO** we are and **WHAT** we stand for guides our strategic intent, operating **VALUES**, and performance expectations

VALUE is realized through teamwork, continual **LEARNING** and relentless **IMPROVEMENT**.

OUR WHY

We cultivate partnerships through transparency, candor, and empathy.

OUR HOW

This commitment results in unrivaled partner experiences. We do this through continuous improvement in every area of our business, by actively listening to our partners, providing an exciting level of transparency into our manufacturing process, and having fun.

OUR WHAT

We build light poles that we feel good standing behind. We don't want you to worry about standing behind them either.

Actions Speak Louder Than Words

So, we were aware of why we existed, and we understood the beliefs that supported this purpose, but without a common set of behaviors that help us forge ahead as a team, all is lost. Our Behavioral Competencies act as a standard mechanism for observing behavior across the diverse talent of our team. They inform our hiring process, career growth planning and development, and performance reviews. They also define what you can expect from any interaction with us. Consider, for example, our Partnership Focus, which states our expectations for how we interact with our business partners:

Demonstrate a concern for the needs and expectations of our business partners; focus efforts on identifying and meeting the need of partners; use an understanding of our partners' needs as the basis for decision-making and organizational action; build strong relationships of trust with all partners (both internal and external). Specifically:

- » *Respond rapidly and effectively to partner requests or questions*
- » *Take responsibility for raising the bar on service and quality to the partner*
- » *Interact openly and honestly*
- » *Focus efforts on meeting or exceeding the needs of the partner*
- » *Listen actively and respectfully, maintain confidences, and ensure that actions are consistent with words*
- » *Seek information from partners to discover how to bring more value to the relationship*
- » *Act as an advocate for the partner within the organization*
- » *Fulfill commitments*
- » *Make decisions to maximize value to the partner while meeting the needs of the organization*



**DOESN'T THIS SOUND LIKE
SOMEONE YOU'D LIKE TO
WORK WITH? WE DO.**

"THROUGH COMMUNICATION, COACHING, CONTINUOUS IMPROVEMENT, A FOCUS ON RESULTS, TEAMWORK, AND PERSONAL ACCOUNTABILITY, AMONG OTHER BEHAVIORAL COMPETENCIES, WE BELIEVE GREAT PARTNERSHIPS CAN BE CULTIVATED AT EACH TOUCHPOINT," ENTHUSED SAL CASTILLO, DIRECTOR OF HUMAN RESOURCES. "IN OTHER WORDS, WE ENCOURAGE TEAM MEMBERS TO PUT OUR BELIEFS AND PRINCIPLES INTO ACTION WITH EVERY INTERACTION."

Creating Value Up and Down the Chain

Let's face it, one-way relationships are not very fulfilling. We believe that a strong partnership must be two-way – with each party holding the other accountable for upholding their side of the “bargain.” Establishing mutually beneficial relationships with all our business partners is critical to our success. The keyword there is “mutual” – one where both parties rely on one another for support, supply, information, timely payment exchange, or whatever is needed to create value.

This means something different to each of our partners. For our critical supplying partners, DWM Holdings provides value through precise forecasting, on-time payments and accurate PO information. In return, our critical supplying partners provide quality products, competitive pricing, on-time delivery and a willingness to continually improve the ordering process.

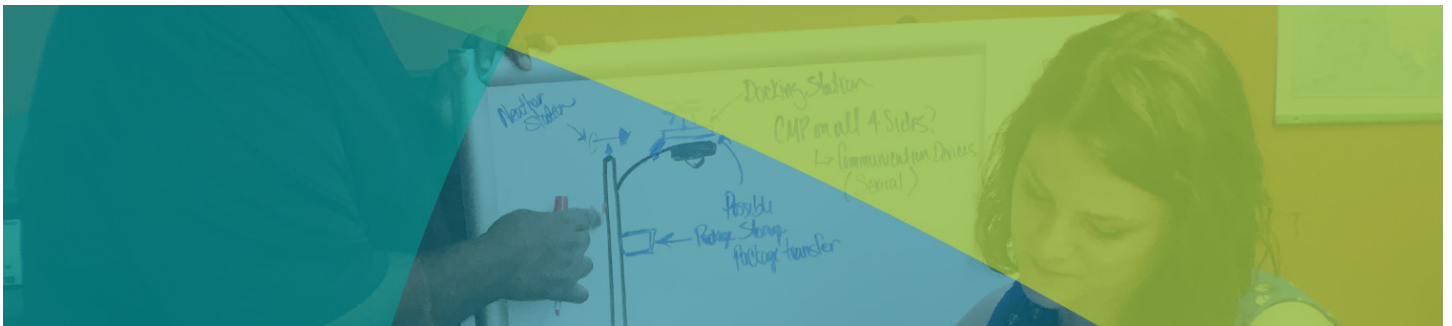
When it comes to our manufacturer sales rep/agency partners, who sell our products, we provide significant value in regards to commission, reliability, quality and time-saving incentives. Meanwhile, our agency partners are expected to effectively represent and market the DWM Holdings' brand company in their marketplace.

To our specifying partners, such as engineering and architecture firms, we create value by providing quality products, on-time delivery, issue resolution, easily accessible product information, and accurate specification cut sheets. In exchange, specifiers provide territory marketing, brand awareness, and sales-process assistance.

Whether you are a distribution partner, service partner, installation partner or an end consuming partner, we strive to create a mutually beneficial relationship and clearly outline expectations on both sides.

The result: Unparalleled partnership experiences.

“WE THINK YOU'LL FIND WORKING WITH A DWM HOLDINGS' BRAND COMPANY A BREATH OF FRESH AIR,” SAID KELLY MACVOY GUFFEY, CHIEF REVENUE OFFICER.
“IN A CONSTANTLY CHANGING BUSINESS ENVIRONMENT, HAVING PRINCIPLES ENGRAINED IN OUR CORPORATE CULTURE HELPS US STAY FOCUSED ON WHAT'S IMPORTANT – CREATING VALUE FOR OUR PARTNERS IN NEW AND INNOVATIVE WAYS AT EVERY TURN.”



Prepared for What Lies Ahead

Having a strong foundation doesn't mean that the DWM Holdings team isn't receptive to change. Quite the opposite. We embrace opportunities to improve the way poles get to market. Understanding value through the lens of our partners, introducing a new level of transparency, and driving inefficiencies out of our organization positions us to take full advantage of these opportunities.

PERHAPS OUR PHILOSOPHY CAN BEST BE SUMMED UP IN THE DWM HOLDINGS PERSONA:

"WE ARE PASSIONATE ABOUT FINDING THE BEST POSSIBLE SOLUTIONS TO FIT THE OPPORTUNITIES IN FRONT OF US, SEEKING THE BEST POSSIBLE OUTCOMES FOR OUR PARTNERS, AND HELPING OUR TEAM BE BETTER TOMORROW THAN WE ARE TODAY. THE FUTURE IS BRIGHT, AND WE ARE PREPARED FOR WHAT LIES AHEAD."

We invite you to share in that future. Learn more about DWM Holdings and what career opportunities are available at: dwmholdings.com



About DWM Holdings

DWM Holdings is the umbrella company for a portfolio of light pole manufacturing brands: United Lighting Standards; General Structures, Inc.; Lyte Poles; and UniPost Systems. The business was founded by Douglas William MacVoy in 1971. Since that time, it has grown both with and ahead of the lighting industry — all of which has shaped a company steeped in a rich tradition of developing outstanding partnerships. We are doing things differently — and having a lot of fun along the way.