

## FUNDAMENTALS

### OUR CORE, OUR COMMITMENT

We don't just craft tiles, we shape lifestyles. Our fundamentals guide us in serving clients, collaborating with partners, and nurturing our team, building a better world—one tile, one relationship at a time.

#### 1. DO THE RIGHT THING

Always act with integrity and demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right. Make decisions and take actions that you would be proud of.

#### 2. THINK SAFE, WORK SAFE

Know and practice the safety procedures for your job. Watch out for the safety of everyone and everything around you. Never take shortcuts that compromise your safety or that of your teammates. Always follow established safety rules and protocols and be on the lookout for (and report) any concerns immediately. Everyone is a safety officer.

#### 3. 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, meetings, and promises. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

#### 4. FOCUS ON SOLUTIONS

Demonstrate a relentless solution focus. Identify lessons learned and use those lessons to improve our business and our processes, so we don't make the same mistake twice. Bring possible solutions and your favorite solution to the table. Don't dwell on problems, assign blame, or point fingers. Identify and report problems to make everyone better.

#### 5. HAVE CLEAR EXPECTATIONS & PURPOSE

Be clear and communicate expectations and intention. Understand what is expected of you and what you expect from others. Clearly minimize confusion. Set specific expectations for others rather than leaving them open-ended. Work with one another like it's an open book test.

#### 6. UNDERSTAND THE WHY

Be curious about our processes. There are reasons WHY we do certain things in certain ways. The WHY is core to who we are. Ask about what you don't clearly understand. Understanding the details is vital to our company's health. Encourage and expect healthy and vigorous debate about the WHY.

#### 7. LISTEN GENEROUSLY

Listening is more than simply "not speaking." Give others your undivided attention. Be present and engaged. Maintain eye contact. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions. Above all, listen to understand.

#### 8. SPEAK STRAIGHT AND SHARE

Speak honestly in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, and raise issues that may cause conflict when it's necessary for team success. Be courageous enough to say what needs to be said. Address issues directly with those who are involved or affected. Share your thoughts and ideas during meetings. Contributing is required.

#### 9. FINISH THINGS

Take personal responsibility for making things happen. Respond to every situation by looking for how we can do it, rather than explaining why it can't be done. Be resourceful and show initiative. Don't make excuses or wait for others to solve the problem. See issues through to their completion.

#### 10. SHOW MEANINGFUL APPRECIATION

Value those around you by acknowledging their performance and encouraging their development. Our success is dependent on the contributions and support of each other regardless of role. Extend appreciation to others by offering specific, meaningful, and genuine acknowledgment when earned.

#### 11. BE A FANATIC ABOUT RESPONSE TIME

Respond to questions and concerns quickly, whether it's in person, on the phone, or by email. This includes simply acknowledging that we got the question and we're "on it," as well as keeping those involved continuously updated on the status of outstanding issues.

#### 12. GIVE YOUR 100% BEST EFFORT

Set high standards for yourself in everything that you do. Deliver your best every time. Require best effort from those around you. We must challenge each other to excel. Have a healthy disdain for mediocrity. Make quality personal.

#### 13. DEVELOP YOUR SKILL SET

Develop portable skill sets for your long-term professional benefit and security. Utilize opportunities and training that are offered. Encourage and seek opportunities to cross train and learn something new.

#### 14. 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.

#### 15. LOVE YOUR SPACE

How you maintain the area around you is a reflection on you and the company. Take pride in your workspace, our environment, and your personal appearance. Our workspace is our living space and it extends beyond our walls. Work in work areas and break in break areas.

#### 16. INVEST IN RELATIONSHIPS

Be loyal. Build trust. Treat vendors, customers, and coworkers like gold. Ensure decisions are made that enhance long term relationships. Be an ambassador for yourself, your team, your company, and your country.

#### 17. LOOK AHEAD AND ANTICIPATE

Solve problems before they happen by anticipating future issues, planning for contingencies, and addressing them in advance. Don't just settle for the easy answers. Be complete and ready for the next level of questions that arise from the first. Anticipate all options and prepare answers and solutions for them.

#### 18. THINK TEAM FIRST

Don't let distractions or outside influences 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 co-worker when that's what's required for success. Help each other to succeed.

#### 19. BE RELENTLESS ABOUT IMPROVEMENT

Regularly reevaluate every aspect of your job 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.

#### 20. DELIVER LEGENDARY SERVICE

It's all about the 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 relationships.

#### 21. "BRING IT" EVERY DAY

Have a passion for what we do and be fully engaged. Start and end your day alert and ready to go. Work with a sense of urgency to get things done. Always hit the ground running. Participation is required.

#### 22. BE RESPONSIBLE WITH COMPANY RESOURCES

Make decisions by asking if the investment and outcome are worthwhile. Be mindful about budgets and costs. Will this investment help the company succeed? Are there better ways to do this or better things to invest in? Seek collaborative thoughts before giving or seeking final approval.

#### 23. BE POSITIVE

You have the power to choose your attitude. Choose to be easy to work with, optimistic, and enthusiastic. Give people the benefit of the doubt. Your attitude is contagious. Spread optimism and positive energy.

#### 24. 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.

#### 25. MAKE IT FEEL LIKE HOME

Take steps to continue the efforts that have been put into making our workplace feel like a home. Decorate with a respectful and welcoming flair. Hang pictures, art, and most especially tile. Do your part to make our workspace feel and look like the home that it is.

#### 26. CREATE A GREAT IMPRESSION

Every conversation, phone call, e-mail, letter, and even voicemail, sets a tone and creates an impression. Play attention to every interaction and be sure you're setting a tone that's friendly, warm, and helpful.

#### 27. TREASURE, PROTECT, AND PROMOTE OUR REPUTATION

We're all responsible for and benefit from, the SomerTile image and reputation. Know and understand our history and how it makes us unique. Consider how your actions affect our collective reputation and be a proud ambassador for the company and its people.

#### 28. DO WHAT'S BEST FOR THE CUSTOMER

In all situations, do what's best for the customer, even if it's to our own short-term detriment. Put their needs ahead of our own. There's no greater way to build a reputation than to steadfastly do what's right for others. Every day.

#### 29. BE PROCESS-DRIVEN

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

#### 30. GIVE BACK

Learn of the many charities our company supports and why we support them. Regularly seek out opportunities to join us to assist those in need. Act responsibly by respecting our natural resources and be a steward of the Earth through the practice of reducing, reusing, and recycling each day.

#### 31. BE A TECHNICAL EXPERT

Our customers buy our products, but they're really buying our expertise. Be curious and become a lifelong learner who knows our products and those of our competitors better than anyone.

#### 32. LIVE A CULTURE OF ACCOUNTABILITY

Take ownership of your actions. Set the bar high and acknowledge all levels of performance from yourself and those around you. Falling short of desired goals or achievements are part of life — it is the ability to identify, own, and grow from these setbacks that truly defines a person's character. Document lessons and commit to fair and consistent correction of substandard work performance. Accept responsibility.

#### 33. KEEP THINGS FUN

Be sure to create an environment you love coming to every day. Remember, stuff happens. Don't take things personally. Keep perspective. Smile and laugh every day.