

CULTURE BOOK

Amplify your passion!

CORPORATE HEADQUARTERS

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CSM GROUP EMPLOYEE CULTURE BOOK - VERSION 2.0

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As a new employee, you bring unique talents and gifts that will contribute to our companies' mission. We are happy you have joined us and we look forward to helping you learn and experience the pride, processes, and excellences associated with our organizations.

To help make your new employment experience the best it can be, this book will guide you through the information you'll receive during the onboarding process, including company overviews, introductions to our company culture, and more!

We recognize the value of our employees to the company's success, and employment here offers much more than a paycheck. Your experience includes excellence benefits, a wellness program, comprehensive training and career development services, social activities, and more. We encourage you to explore the many opportunities that await you.

STEVE EAST

Chairman, CSM Group



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"Our culture emphasizes and amplifies our values, vision, and purpose, and is the foundation for our team promise. Most importantly, it is the trust that binds us together and allows us to adapt quicker. It is our core: an ultimate jewel and most coveted treasure."

> **Steve East** Chairman

SECTION 1 - CORPORATE OVERVIEW

History, Our Brands, Executive and Leadership Teams, Diversity, Equity & Inclusion





SECTION 2 - CORPORATE CULTURE

Team Promise, Golden Rules, Core Values, Work-Life Balance, Employee Value Proposition, Communication and Engagement, Corporate Events

SECTION 3 - CORPORATE TALENT MANAGEMENT

Talent Philosophy, Recruitment Process, Talent Assessment Tools, Training and Development



Section 1



On May 14, 1983 the first papers were signed incorporating Bronson Builders and Design, a joint venture between a Kalamazoo-based architectural firm and Bronson Healthcare Group. In 1986, Bronson Healthcare Group hired Steve East as Director of Field Operations to manage construction projects for Bronson's facilities. Bronson Builders and Design dissolved in 1987, resulting in the creation of CSM Group, a construction nanagement firm owned by Bronson Healthcare Group In 1990, Steve acquired CSM Group from Bronson Healthcare, becoming the owner and operator. Todd McDonald and Shannon Rice, previous employees of CSM Group when it was part of Bronson Healthcare, became part owners with Steve, where they all continue to share ownership today Several changes took place in the 2000's, when the company continued to build on its healthcare legacy and launched efforts into the food and beverage market receiving a master service agreements with Kellogg Company, taking CSM Group nationally. In the mid 2000's, CSM Group entered into the By 20 an op addit partr Col whic

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OUR HISTORY

1983

1986

1990s

On May 14, 1983, the first papers were signed incorporating Bronson Builders and Design, a joint venture between a Kalamazoo-based architectural firm and Bronson Healthcare Group.

In 1986, Bronson Healthcare Group hired Steve East as Director of Field Operations to manage construction projects for Bronson's facilities. Bronson Builders and Design dissolved in 1987, resulting in the creation of CSM Group, a construction management firm owned by Bronson Healthcare Group.

Bronson's construction entity, CSM Group (led by Steve East), made several key hires, including Walt East, Shannon Rice, and Todd McDonald. The first projects managed by CSM Group were the construction of a new \$10 million trauma and emergency center and the \$18 million Bronson Place Retirement Center.

In 1990, Steve East acquired CSM Group from Bronson Healthcare Group, becoming the owner and operator. Todd McDonald and Shannon Rice, previous employees of CSM Group when it was part of Bronson Healthcare, became part owners with Steve, and they all continue to share ownership today.

Throughout the 1990s, significant growth and opportunities led to substantial projects in the healthcare and commercial markets, including Wings Events Center, Meijer, Kalamazoo Center for Medical Studies, and the West Michigan Cancer Center.



OUR HISTORY CONTINUED

Several changes took place in the 2000s when the company continued to build on its healthcare legacy and launched efforts into the food and beverage market, earning a Master Service Agreement with a multinational food manufacturing company, taking CSM Group nationally. In the mid-2000s, CSM Group entered into the education market, serving Marshall Public Schools, Kalamazoo Public Schools, and Otsego Public Schools.

2015

2000s

In 2015, CSM Group partnered with Treystar, a Southwest-Michigan-based developer, to build The Foundry, a 52,000-square-foot creative incubator in downtown Kalamazoo. Once constructed, this became the home of CSM Group and SPARK Business Works' corporate headquarters.

2019

2021

For its commitment to safety on and off the job site, CSM Group is named the recipient of Associated Builders and Contractors, Inc., Western Michigan Chapter's Safety Award of Excellence.

In January, CSM Group was selected to serve as the primary contractor for one of the world's premier biopharmaceutical companies, expanding our portfolio in the science and technology market. SPARK Business Works was also named as one of America's fastest-growing private companies by Inc.



AN OVERVIEW OF OUR BRANDS



As a nationally-ranked, safety-focused, and talent-driven organization, CSM Group focuses on delivering project management services through tailored delivery models. Our strength is our ability to match a delivery model to our clients' specific project needs.

Our project management experts manage projects nationally in the food and beverage, healthcare, industrial manufacturing, pharmaceutical, education, and commercial markets.

WWW.CSMGROUP.COM



SPARK BUSINESS WORKS

SPARK Business Works creates custom software, digital products, and strategic design that help companies update their processes and brands.

They're proud to deliver solutions that are just revolutionary enough to make a real difference for mid-sized and growing businesses.

WWW.SPARKBUSINESSWORKS.COM



MEET YOUR EXECUTIVE TEAM



SIEVE EAS Chairman



STEVEN BERNSTEIN *President, Project & Program Services*



BOB ARMBRISTER Chief Information Officer, CSM Group President, SPARK Business Works



Chief Executive Officer



Principal



JOSH MACDONALD Vice President of Human Resources







General Counsel



JOHN AUSTIN, PH.D. Safety Advisor



MEET YOUR LEADERSHIP TEAM



BRIAN BEAVER, HCC, STSC Vice President, CSM Group



JOSH ROHS, CHST Vice President, CSM Group



JOHN VAN ZWEDEN, P.E. Vice President, CSM Group



RANDY PATINKA Vice President of EHS&S, CSM Group



JUSTINE SMITH Vice President of Project & <u>Progra</u>m Services



Vice President of Project & Program Services



SUZANNE MOTTER *Vice President, SPARK*



JAKE LONC Vice President, SPARK



BRAD WILSON *Vice President, SPARK*

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A COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Diversity, equity, and inclusion mean many things to many people. At CSM Group:

- <u>Diversity</u> is the representation of all our varied differences and identities, including race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, tribe, caste, socio-economic status, thinking and communication styles, and more. We actively seek to draw on the varied perspectives of our employees to make sure we see things from all points of view.
- <u>Equity</u> is the fair treatment of all, including access to equal opportunities, information, and resources. We believe that this is provided only by creating an environment built on respect.
- Inclusion builds a culture of belonging by actively inviting everyone to the table to participate in the discussion. We partake in a collaborative approach to business where all are welcome to provide insight, opinion, and decision.

Words <u>matter</u>. Actions <u>matter</u>. Leadership <u>matters</u>.

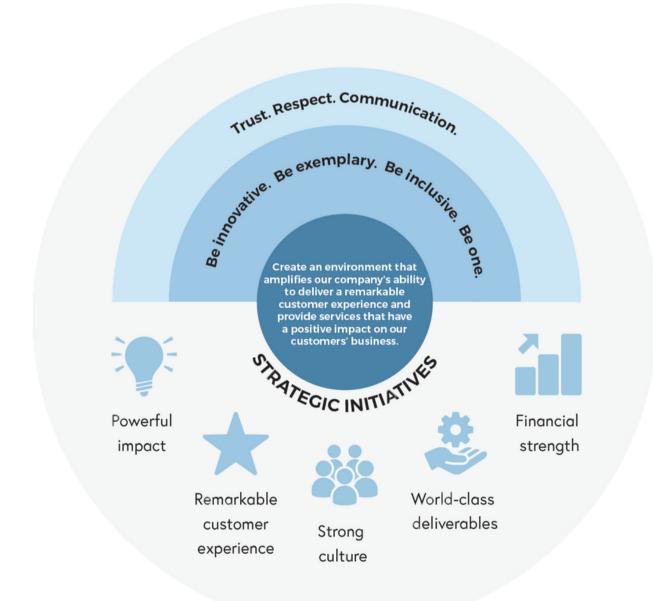
We are the bridge to creating an environment where everyone has full opportunity to thrive.

CSMGROUP



ARE YOU READY TO AMPLIFY YOUR PASSION?

We provide an environment for team members to explore their dreams by providing a culture of wisdom, strategy, and support within business units.







CSMGROUP Stories





<u>Vision</u>

To create an environment that amplifies our ability to deliver a remarkable customer experience



Our corporate headquarters, located in Kalamazoo, Michigan, is a comfortable, energetic, and team-oriented environment for our happy and healthy team. It also serves as a hub for our business units: CSM Group and SPARK Business Works.

in

OUR GOLDEN RULES

- Treat others the way they want to be treated. Act first, be gracious, make a difference.
- With true humility, treat everyone with respect and dignity. Smile, offer a greeting, be inclusive.
- Deliver what you promise. Actions speak louder than words. Never compromise the company.
- Be an expert in your area. We are life learners here read, learn, improve, go beyond "proficient."
- Never cut corners. Don't sacrifice safety, cost, or time. Short-term gains never really add up.
- Never speak negatively of others. We build up, internally and externally.
- Be professional. Do not promote, take part in, or permit obscene language.
- Own your mistakes. Be honest, be forthcoming, act swiftly.
- Be self-driven. Be ambitious. Rock your world.
- Be early to be on time. It's an attitude that goes beyond the clock.
- Be brief. Be bright. Be gone. We run at a fast pace. Don't "take over" meetings or be a bully to make your point. Understand that personal agendas derail and that time is precious.
- Be fair. Be firm. Be equal. Don't play favorites and don't offer "gray" answers. Offer the best practical solution possible.
- We are hired to protect our clients' interests and our key responsibility is to make sure there are no mistakes.
- Be aware of all key issues. If there's a problem, present them in a positive manner, and tactfully correct them immediately.
- Have fun, laugh, and smile often! We work hard and play hard, investing in community and corporate events that help our team and families feel a connection beyond business as usual.
- Always strive for win/win scenarios in work and play.

We help each other be great.



Steve East built the organization on the values of trust, respect, and communication — the same values that ground his own philosophy.

Our values serve as the foundation to our mission:

"We provide an environment for team members to explore their dreams by providing a culture of wisdom, strategy, and support within our business units."

TEAM PROMISE

Our multiple brands make up one family, and our employees are the heart of our teams. Our employees represent our culture and values, internally with each other and externally with our clients, partners, prospects, media, and community members. Building from the ground up, we never take for granted how foundational our actions, words, and intentions are in every personal and professional experience. This foundation supports our values of trust, respect, and communication and serves as a guide in how we conduct ourselves in our businesses.

Furthermore, our foundation and values create our corporate brand. Our brand isn't simply just our logo, corporate identity, or tagline; it's the way we act and deliver every day through actions and omissions, conversations, and decisions. Our brand is integral to our set standards that help guide our interactions. We have also created a culture slogan that centers and powers us: "We help each other be great."

We are so glad that you've joined our family, and we're excited to share our Golden Rules and Core Values so you will understand how your efforts directly contribute to our culture, values, and brand.



OUR VALUES



TRUST

- Each others' confidence.
- Deliver on promises.
- Responsibly protect assets.
- Never compromise emotional or physical safety.
- Create an open and honest environment.
- Freedom and responsibility.
- Laser focus, loose grip.



RESPECT

- Make expectations clear.
- Be available and respond promptly.
- Promote positive intent.
- Be honest and forthcoming.
- Come from a place of caring.
- Be transparent.
- Provide detailed documentation consistently.
- Inspire and have fun.



COMMUNICATION

- Be fair, be firm, be equal.
- Be proactive, be timely.
- Be essential.
- Be reliable and self-aware.
- Be accountable.
- Be present.



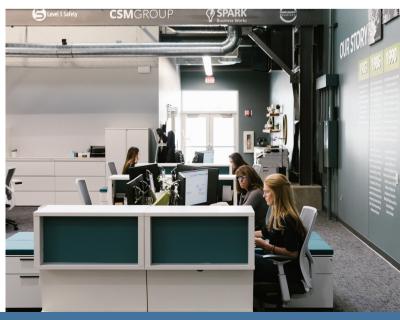
WORK-LIFE BALANCE & FLEXIBLE OFFICE ENVIRONMENT

We want employees to have a positive balance between work and life, a comfortable work atmosphere, and opportunities to improve their physical and emotional well-being. To support those who need the flexibility to manage children or elderly parent needs best, we provide a remote work option. This allows employees to feel empowered and, in return, increases productivity.

We pride ourselves on creating a harmonious environment that promotes collaboration and flexibility so that our employees can choose an appropriate area — whether that be a remote or permanent office location — to work according to their tasks.

CSM Group moved from a traditional office building to an open-office concept that ensures a free-flowing atmosphere with various workspace options. Everyone is unique and has different needs, so we strived to facilitate that in the design of our new office space. Gone are the walls and partitions used to silo our teammates; now, we have flexible workspaces that are adaptable to our teammates' needs. We've equipped workstations with desks that are motorized for stand/sitting flexibility, whiteboards on wheels to facilitate brainstorming sessions, and have provided ample room to work in communal lounges and workspaces.



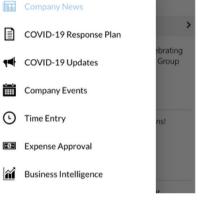


Your professional well-being is important, but so is your total wellness. The CSM Group Wellness Program is led by a volunteer committee of employees committed to providing our people with a happy, healthy, supportive work environment.

With a focus on physical health, mental and emotional well-being, and financial wellness, many events and opportunities are provided throughout the year to encourage you and your family to improve your health! Other employee benefits include:



Our employee app is available to all employees to stay engaged and up to date with company news, announcements, and events. You'll find company news, time entry, recognition, and more!



CORPORATE EVENTS

We value you and your family. We put forth extraordinary energy to increase your engagement, happiness, and overall satisfaction because we believe you're worth it and deserve it. Key activities include company summits, 4:01's, Family Fun Day, and more!



Through community involvement, we are steadfast advocates for our clients, our employees, and the communities in which we work.





RECOGNITION PROGRAM

The CSM Group recognition program is designed to recognize and thank current CSM Group and SPARK Business Works employees for their achievements, contributions, and attitudes.

Builder Award Categories

Teamwork
Innovation
Attitude
Client Satisfaction
Excellence

Safety



The program centers on our foundation and values that create our corporate brand. It's the way we act and deliver every day through actions and omissions, conversations, and decisions as "we help each other be great!"

The Builder Award includes outstanding examples of teamwork, innovation, attitude, client satisfaction, excellence, and safety in the areas of trust, respect, and communication.

Our highest achieving award is the Walt East Award and is given annually to an employee who demonstrates exemplary service to internal and external clients.



CORPORATE *Talent Management*



"I have been very fortunate to have spent most of my professional career with CSM Group. I have had so many opportunities to grow and impact so many people throughout my career here. I have seen this organization double in size but the culture and core values still remain the same."

Holly Wasielewski

Talent Acquisition ManagerWith CSM Group since 2016

OUR TALENT PHILOSOPHY

Finding the right people to join our team is essential to our culture, our brand, and our success.

We look for a can-do attitude: achievers with a passion to serve. The right person will contribute to our success. And "right" doesn't mean "perfect." It means putting yourself out there with a passion and learning from mistakes.

We also know that top talent attracts top talent. To find and attract the best and brightest people, we put extra effort in making sure our candidate experience starts from the time you apply or are contacted by our talent acquisition team through the completion of onboarding.

Our experience has proven time and again how critical hiring is and we don't cut corners when it comes to our recruitment strategy. Our process gives candidates the benefit of a true 360-degree view of the roles and our company as a whole.

OUR RECRUITMENT PROCESS

As a potential employee, we want you to experience what being a CSM Group teammate is all about during the interview process.



Step 1: Phone Interview

The phone interview is a conversation between the candidate and one of our talent acquisition specialist. We provide a detailed overview of our company and the position, then learn more about the candidate's background, career goals, and expectations.



Step 2: Hiring Manager Interview

The hiring manager meets with the candidate to get to know them and determine how he/she/they may fit on the team. At the same time, the candidate is also learning more about the role, the manager, and the team.



Step 3: "Walk-Through" Interview

Just as we offer our clients and partners a chance to walk through a job site to see progress and the environment of a project, we like to offer our candidates a job walk-through with one or more colleagues to learn more about their role, the company, and what it's like to be a CSM Group employee. This step is designed to give the candidate a "test drive" of the role he/she/they is interviewing for by shadowing someone already in the position or working with a closely aligned team. A job site tour may also be an option to see an active project!



Step 4: Reference Checks and Offer

If the professional reference check goes well, our talent acquisition manager will extend an offer to the candidate and welcome him/her/they to the team. Sticking to our hiring pace is not easy, but this recruiting process gives everyone at the table—recruiter, hiring manager, team members and successful candidate—the time, insights, and confidence needed to add the right individual to our team.



Step 5: New Hire Onboarding

New employees at some companies are onboarded for a half-day, issued a laptop, and released into the wild to sink or swim. Here at CSM Group, new team members attend three full days of learning and networking in a welcoming environment at our corporate headquarters in Kalamazoo, Michigan.

YOUR FIRST WEEK AT CSM GROUP

Our onboarding process provides the time for new hires to make meaningful connections right away with many people, especially those they will collaborate with within their new roles. It's a great opportunity to see the people and the culture at CSM Group in action -- and the free swag is a fun bonus!



DAY 1

Today begins a full day of orientation and company structure logistics with sessions hosted by the Human Resources and Information Technology teams to get set up for success.



DAY 2

You'll get a deeper understanding of CSM Group with a complete breakdown of our history, values, and performance management systems. You'll meet our operations team leads and the leadership team!



DAY 3

You'll use this time to meet with the team that you will interact with the most. This is a great time to ask questions and network!

TALENT ASSESSMENT TOOLS

We invest considerable time and effort in onboarding new teammates. We equip them to deliver beyond compare and partner them with like-minded teammates who understand the importance of service. We do this by utilizing StrengthsFinder 2.0[®] and the DISC[®] assessment tool, along with ongoing training, team building activities, wellness programs, and an annual company summit.

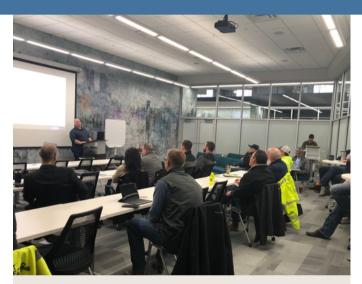


StrengthsFinder 2.0®

The first program we use is Don Clifton's strengths-based approach to management and leadership, StrengthsFinder® (the name formerly associated with this system). This system powers the greatest teams in the world's most successful organizations.

Your report will unveil your

CliftonStrengths[®] assessment answers to help you see how you can be empowered to set and achieve your goals to accomplish great things.



TTI Success Insights® DISC®

A person's behavior is a necessary and integral part of who they are and much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

Your DISC report measures how you respond to problems, challenges, pace, rules, and how you influence others to your point of view. We'll plot your scores along with your team's on a chart designed to encourage the highest communication and collaboration possible.



TRAINING & DEVELOPMENT PROGRAM

Our Performance Development & Planning Program, or PDP, celebrates our employees and focuses on our values of trust, respect, and communication. Core competencies have been narrowed to concentrate on engagement, emotional intelligence, leadership, management, and self-improvement.

Streamlined questionnaires and forms will be used as management meets regularly with employees to increase open and honest dialogue relative to selfdriven goals. Current business unit organizational charts will show current and prospective employees various career pathways to growth and increased responsibility. Above all, employees will be recognized along the way for their good performance and will identify areas of improvement throughout the year.

CSM University is an exciting new program for employees to consider possible career mapping, advancement opportunities, and succession planning.

PDP is focused on achieving performance goals while growing employee talent based on our culture, values, mission statement, quarterly strategies, and goals. It's a self-driven program that provides opportunities for frequent communication and feedback, personal and team contributions, and embraces forward-thinking coaching development sessions with an emphasis on our team-structured organization and businesses.

As we help each other be great, we will find them or recruit persons with talent, grow them through coaching, mentoring, and training, and will keep them through engagement, retention, and succession planning. All will be held to elements of accountability, team collaboration, leadership impact, and scorecard/dashboard metrics.



A FINAL Note



Like we've already stated, we're glad you're here! As you settle in and as CSM Group continues forward, you'll see we are a driving force — there is no room for mediocrity as we drive for excellence as an organization. We will continue in our pursuit of excellence as we evolve and continue to grow and thrive. It bears repeating — rock your world!

Our culture is incumbent upon all of us — yes, it is our duty — to help each other along the path of continuing to grow, nurture, and sustain our culture. It's our not-to-secret and most potent weapon.

Julie Byrne President, CSM Group



HUMAN RESOURCES CONTACTS



Vice President of Human Resources josh.macdonald@csmgroup.com (303) 591-5854

- Strategic planning
- Performance management
- Compensation strategy



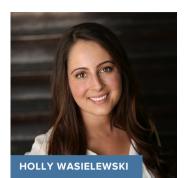
Director of Talent Development kristin.kremer@csmgroup.com (269) 720-0175

- Training and development
- StrengthsFinder[®] and DISC[®]
- Diversity, Equity & Inclusion



Human Resources Manager becky.wolthuis@csmgroup.com (269) 870-1447

- HR compliance
- Benefits administration
- Paycor specialist
- Payroll and compensation lead



Talent Acquisition Manager holly.wasielewski@csmgroup.com (269) 204-8032

- Talent Acquisition Program Manager
- Recruitment
- Staffing
- K-16 workforce development • Internship Program Manager



MANDY BACKLER

Organizational Development Manager mandy.backler@csmgroup.com (269) 598-9610

- CSM University
- Internal communications



Employee Relations Specialist whitney.johnson@csmgroup.com (269) 823-8733

- HR compliance and benefits
- CSM University
- Wellness Program
- · Performance development



Talent & Employee Relations Partner nikki.perk@csmgroup.com

Recruitment



Administrative Coordinator debbie.winn@csmgroup.com (269) 207-7973

- Office administration
- Employee advocate
- Fleet management



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