



COMPANY CULTURE AND POLICIES

(This is an excerpt from our Company Culture and Policies Manual. The complete, most recent document is available to all team members on our intranet site.)



Welcome to Wright Engineers!

On behalf of our entire staff, welcome to the team. You've joined what I feel is the finest group of engineering professionals assembled anywhere. We're proud to be one of the premiere engineering firms in the nation, and we know that it's because of the pride, enthusiasm and commitment of our people.

Your suggestions regarding how to improve any aspect of the company are always welcome.

I want your experience with us to be rewarding both professionally and personally.

Sincerely,

Brent Wright, PE, SE, LEED AP
CEO

"I just finished reading all the policies.

*General rule of thumb: **I dislike bureaucracy, red tape, needless rules, and micromanagement.** I can also say my past includes skimming through policy manuals as quickly and briefly as possible as they are poor reads and full of nonsense to say the least...*

...until now.

*I have literally "preached" so many of these policies for years. **By far the best policy manual (and management theories) I have ever seen.** This boils down to the principals of business my Dad taught me and he used in his office for 30 years. It was like finally seeing someone else who (in my humble opinion) gets it.*

If I had read this years ago, I would have been looking for a job at Wright 10 minutes later."

- Justin Stratton, PE, who joined Wright Engineers after more than two decades at other firms

About Us

Intellectuals solve problems, geniuses prevent them.

- Albert Einstein

OUR CORE VALUES

1. **Excellence.** Perfection is our goal (excellence will be tolerated)
2. **Service.** We aim to thrill
3. **Honesty and integrity**
4. **Constant improvement.** No matter how good we are, there's always room for improvement
5. A **fun and happy** work environment
6. **Balance** between work and personal life

OUR MISSION

To be:

1. **Preferred Consultant.** We want clients to seek us out because of our reputation. Repeat clients and word-of-mouth will be the primary driver of our growth.
2. **Destination Employer.** We want to attract and retain top performers.
3. **Industry Leader.** We want to be the best engineering firm in the world!

OUR MOTTO

Perfection is our goal. Excellence will be tolerated.

We'll probably never be perfect, but the higher we set our goal, the better we'll become. As Michelangelo said, "The greatest danger for most of us is not that we aim too high and we miss it, but that we aim too low and we reach it."

A 60-SECOND COMPANY HISTORY

You're carrying on a legacy that began in December 1997 when Wright Engineers was founded in Las Vegas. Brent Wright was a principal and partner at a

Las Vegas structural engineering firm and had just completed several high-profile projects in Las Vegas including the Stratosphere Tower, the Circus Circus Adventuredome, and the UNLV Lied Library.

Brent took out a home equity loan for \$75,000 to cover start-up and operating expenses, gathered a combination of cheap new and used office equipment, brought computers from home, and set up shop in a small open office space with blue carpet and a roof that leaked whenever it rained.

Thanks to a strong Las Vegas economy, a staff of talented, hard-working people, and lots of happy clients who kept coming back for more and bringing their friends, we paid off our start-up loan and even turned a small profit by the end of our first year.

We grew quickly and in a short while we'd become one of the largest structural engineering offices in the West. We added civil engineering in 2001 and MEP in 2002. In 2004, Scott Jones founded our Orange County office. Tye Havey founded our Phoenix office in 2005. In 2006, David Winn founded our Salt Lake City office. Scott, Tye, and David all joined Wright Engineers early in their careers and became (and still are) exemplary in doing things the "Wright" way. In 2014 we opened a Tucson office and began offering geotechnical engineering, material testing, and inspection services in Phoenix and Tucson. Also in 2014, we opened a Las Vegas geotechnical office.

Beginning in 2015, we made a strategic decision to eliminate disciplines where we could not consistently be world class. The Las Vegas civil department was closed. The MEP departments in Las Vegas and Phoenix were sold in December of 2015. The Las Vegas, Phoenix and Tucson geo departments were sold in the fall of 2017. Our focus now is providing world class structural engineering in all our offices and world class MEP engineering out of our Irvine office.

We've been recognized nationally as one of the country's fastest growing engineering firms, and more importantly, as one of the best engineering firms to work for in the nation – a distinction that we're particularly proud of.

Wright Engineers has four regional offices and principals are licensed in all 50 states.

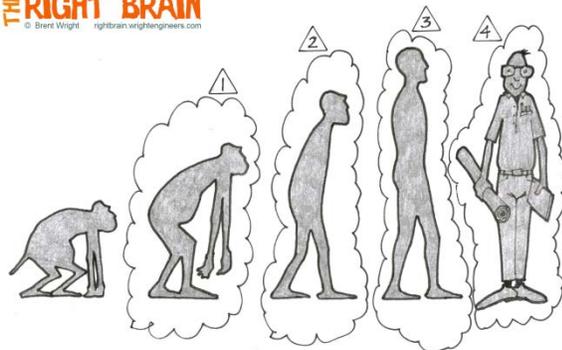
WRIGHT@HOME

You'll find just about everything you need on [Wright@Home](#) or W@H, our company intranet site. Besides tools for filling out your time sheet, requesting time off, and managing your projects, W@H also gives you news on current company events and other important information. You should set W@H as your internet browser home page. Then, refer to it often.

The CAN-DO TEAM

Some companies have an "Admin" team. We have a "Can-Do" team – made up of hard-working, talented, cheery professionals with a can-do attitude whose very important role is to help you be more efficient. You'll get more done as you learn to delegate most administrative tasks to them.

The current version of this manual is always available on W@H, and it supersedes all previous versions of the company manual. The company may amend, supplement or rescind any portion of this manual without notice at any time and at its sole discretion. Throughout this manual, Wright Engineers may also be referred to as "the company" or "we" or "us" or "our." We often refer to "your supervisor" or to "HR." "Your supervisor" is the principal who oversees your work. It can also be the principal or partner in charge of the office where you work. "HR" is the company's HR director. In some cases, you may be required to obtain approval from a "partner." Unless indicated otherwise, "partner" refers to the senior principal who runs the office in which you work.



ABOUT THIS CULTURE and POLICY MANUAL

The right people don't need a strict set of rules or to be tightly managed – you'll do your best to do the right thing anyway – but having clearly written policies and standards to which you can refer is still helpful. That's the main reason for this company manual. Please be sure to study it carefully. It'll answer many of the questions you may have.

You're responsible for knowing our standards and policies and complying with them. If you have questions regarding any of our standards or policies, please ask your supervisor or HR for clarification.

(The following "Legalese" is required by our insurer. We have to put this stuff in here in a few places. Sorry.)

Standards of Personal Conduct

Always do right. This will gratify some people and astonish the rest.

- Mark Twain

We're not so different from our competition. We're smart; our competitors are smart. We're nice people; our competitors are nice people. We do good work; our competitors do good work. We want our clients to bring us projects; so do our competitors. A big way you can set us apart from our competition is how you deliver your service –your personal conduct.

When you represent Wright Engineers, your personal conduct must be in harmony with our mission, core values and standards of professionalism.

STANDARDS of PROFESSIONALISM

Do it Right. Our reputation depends on the quality of documents we send out the door. Your work must be complete, accurate, coordinated with all other disciplines, and representative of excellence the first time. We simply don't have the time or the budget to fix screw-ups. Always do your best work. Never "design by plan check." Follow established design/CAD/graphic standards and verbiage. Use the appropriate quality and coordination checklists. Allow sufficient time for QC back check before submittal. Perfection is our goal. Excellence will be tolerated.

Keep Your Promises. Act with honesty and integrity. Be on time. Do what you said you'd do when you said you'd do it. Never miss a deadline. If you say, "I'll *try* to get it to you by noon tomorrow", to the client that means "I *promise* get it to you by noon tomorrow!" Get help if you need it. Under-promise and over-deliver.

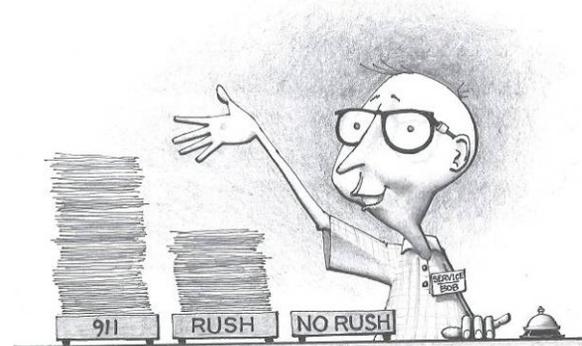
Be Accessible. Clients are not an interruption to our work, but the very reason we have a job! You need to "be there" for them. Try to avoid sending a client to voicemail. Respond to calls and emails promptly. Even if you're unable to solve their problem "now", you can let them know you're "on it".

Find a Way. We're paid experts. Our client has hired us to "handle" their project and help them solve their problems - not tell them why it can't be done. They

don't always know what questions to ask - they expect us to help them ask the right questions. Help them understand their options. Be proactive - we're trying to get results, not excuses! If you're not getting the desired result using your current tactics, change tactics! Before you tell a client we can't meet their deadline, first do all you can to find a way. Be a problem solver, not just a problem finder.

Keep Them Updated. Status updates give our client reassurance that their project is a priority and on the right track. If there is a problem with the project, let them know right away. Our client must never learn on the day a project is due that we will not be done.

THE RIGHT BRAIN
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"SO... DO YOU WANT ME TO RUSH THE RUSH JOB I'M RUSHING NOW, OR RUSH THE RUSH JOB YOU WANT ME TO RUSH BEFORE I RUSH THE RUSH JOB I'M RUSHING NOW?"

Follow Up. Did they receive the submittal? Does it meet their expectations? Do they have any questions or concerns or frustrations? Are they pleased?

Fix Your Mistakes. We all make mistakes. When you do, fix it. A quick way to lose a client forever is to not "make it right" when we have erred.

Not all dissatisfied clients complain - in fact, the overwhelming majority of them never do. Without receiving a complaint, we may never know of the problem or get an opportunity to fix it. When a client complains, he literally is giving us a gift - a chance to keep their business. When you incorporate this attitude into your approach, you'll look at complaints differently.

Most dissatisfied clients only want what they were denied, and perhaps an apology. See the complaint through their eyes. What would you be thinking and feeling? What would it take to make you happy? Exceed the client's expectations if you can. Use your best judgment at all times.

Learn from your mistakes, and share what you've learned with the rest of us so it can be prevented in the future.

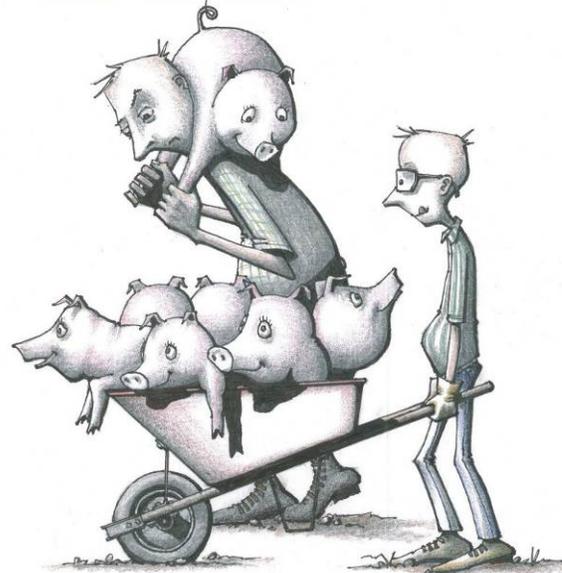
Be Productive. The best way to get more done is to work smarter, not necessarily harder or longer.

1. Get right to work when you arrive at the office. Avoid unproductive morning activities like socializing, reading the news, web surfing, etc.
2. Eliminate clutter. Don't let items pile up that land on your desk or email in-box. Take action on it, route it, file it, or trash it.
3. Start and end all meetings on time.
4. Effectively use PWT (see the PWT section of this manual).
5. End your day with a 5 minute "download" where you put closure on the day and plan and prepare for the next day.

Be a Team Player. Regardless of your position or department, we're all members of "Team Wright" and cheerful cooperation with all team members is vital. Don't simply cc someone or forward an email string and assume you've effectively communicated. Coordinate your work with the rest of the team.

Use Professional Language. How you speak and write says a lot about how you think and act. Use of crude, loud, slang or abusive language or profanity is not consistent with our core values and is unprofessional. Use professional language in all communications regardless of the language others may be using around you. Be certain that what you say and write actually says what you intend it to say, and do it in terms our client will clearly understand

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IT'S NOT HOW HARD YOU WORK,
IT'S HOW MUCH YOU GET DONE.

Avoid Gossip. gos-sip [gos-uhp] noun 1. *idle talk or rumor, especially about co-workers.* 2. *Spreading internal discord by complaining about company practices or policies to people who can do nothing to rectify the problem.*

Gossip or negative "water cooler talk" is destructive and has no place here. Your feedback or complaints are always welcome – but please direct them to those who can actually do something about it. If you prefer to be anonymous, use the anonymous feedback Gmail account on the link on W@H.

Be Courteous. Since we work together in an open space, it's critical that we all exercise courtesy regarding noise, loud conversations, visiting, radios, etc. If you listen to music, you must use headphones but please make sure the headphones don't prevent you from hearing phone calls or pages. Whenever possible, limit speakerphone conversations to walled offices or conference rooms.

Be Neat and Tidy (also sometimes referred to as our "zero crapola tolerance" policy). Keep your work space organized and uncluttered. Regularly get rid of the piles and clutter. Do your part to keep the office

clean, neat and organized. Clean up after yourself in the common areas.

Dress Professionally. How you dress sends a powerful message. Your attire should be appropriate for your role and for the occasion. Our dress policy is “casual yet professional”.

Appropriate attire includes khakis, slacks, polo and dress shirts, and sweaters plus skirts and blouses for women. Shorts or short skirts, sweats, leggings, flip-flops, tank tops, muscle shirts, crop tops and similar clothing are not appropriate. On Fridays or site visit days, jeans are acceptable.

Extreme styles of clothing, grooming, tattoos, or piercings are inappropriate.

PERFORMANCE EXPECTATIONS

In addition to comparing your personal conduct with the standards of professionalism listed in this chapter, a good way to see if you’re functioning at a high level in your position is to measure your performance against the performance expectations listed in this section. If you have ambitions for a more responsible position, you can measure your current performance with the expectations for that position to see where you may need growth.

Expected of All Team Members

1. Your work, and the work of those for whom you’re responsible is consistently complete, accurate, coordinated, and excellent. You constantly look for ways to improve.
2. You ensure that our client is delighted and that they bring us repeat business.
3. You’re an expert in your field and you keep your skills sharp and current.
4. You’re respectful of your co-workers and in turn earn their trust and respect.
5. You’re loyal to the company and work to uphold and protect Wright Engineers’ reputation.
6. You look for opportunities to strengthen existing client relationships and develop new client relationships.
7. You know and adhere to our company policies and standards. You believe in and help maintain our company culture.

Expected of Engineers, Designers, Technicians

In addition to the expectations for all team members;

1. You follow our standards and use appropriate checklists to ensure quality and coordination.
2. You effectively and proactively manage your time and the time of those you supervise to ensure your work is on time and on budget.
3. As appropriate, you stamp your own work and act as engineer of record for services provided under your direction.

Expected of Project Managers

In addition to the expectations for engineers, designers and technicians;

1. Clients you and your team work with are consistently pleased and come back for more.
2. Projects you oversee are consistently brought to successful completion on budget and on time.
3. You proactively keep our client (and other team consultants as needed) appropriately informed and updated of the project status.
4. You’re familiar with your project’s contract and identify changes to the project scope as they occur.
5. When appropriate, you write additional service requests (ASRs) for review by the principal in charge of the project.
6. You proactively and effectively resolve challenges and issues as they occur.

Expected of Principals, Directors, Supervisors, Department Managers

In addition to the expectations for project managers;

1. You monitor the financial performance of your department and take personal responsibility for its profitability, billings and collections.
2. You oversee the development and maintenance of standards, checklists, and other tools to ensure quality and coordination, and see that they’re consistently used.
3. You see that effective, frequent technical training is provided to those you supervise
4. You’re a mentor and role model. You lead by example and motivate by kindness and respect –

never by fear or intimidation. You never act as if you feel you're "above the law." You give credit to others when credit is due and take personal responsibility when things go poorly.

5. You oversee proposal preparation, set appropriate fees, clearly understand contract terms, and ensure that proper contracts are in place.
6. You promptly inform HR if you become aware of any harassment or if any complaints of harassment are brought to your attention.
7. You effectively resolve difficult issues of any kind.

Working Hours, Time Off, and Benefits

Man who say it cannot be done should not interrupt man doing it.

- Chinese proverb

WORKING HOURS

Our standard office hours are Monday through Thursday 7 am to 5 pm and Friday 8 am to noon. This adds up to a 40 hour standard work week.

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"...DANG INTERNET'S DOWN AT HOME,
SO I'M IN THE OFFICE TODAY"

PAID HOLIDAYS

Full-time employees are paid for the following holidays:

- New Year's Day
- Presidents' Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Family Day (the day after Thanksgiving)
- Christmas Day

Veterans Day. Full-time employees who are veterans or the spouse of a veteran may take Veterans Day as an additional paid holiday as our small way of thanking you for your service.

CHRISTMAS SEASON OFFICE CLOSURE

Wright Engineers is closed each year for about one full week around the Christmas and New Year's Day holidays. You should plan to use your PTO or take unpaid leave during this period.

Check with your supervisor if you're unsure of the specific office closure dates that apply to you.

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PAID TIME OFF

We believe that a balance between work and play is essential to your ability to perform well at work and to maintain your well-being. Paid time off (PTO) is designed to allow for normal vacation time, personal leave, illness, family illness, family activities and extra holiday time off. We encourage you to use your time off to recharge your batteries.

HALF DAY OFF on YOUR BIRTHDAY

If you're eligible for PTO, then you're also eligible for an additional 4 hours of PTO to be taken within the month of your birthday. Your supervisor must approve your birthday PTO in advance. Manually enter 4 hours on your time sheet using the "Happy Birthday PTO" job number. This PTO is not eligible for PTO borrowing, carry-over or PTO donation.

HEALTH INSURANCE

If you work an average of 30 hours per week, you're eligible to enroll in our group health insurance plan after 30 days of continuous employment. Check with HR for the specifics of our group health insurance plan.

RETIREMENT PLAN

All team members are eligible to participate in our 401(k) retirement program after 90 days of employment. Check with HR for the specifics.

PROFIT SHARING

Full-time team members are eligible to participate in our profit sharing program after 90 days of continuous employment.

A portion of the company's profits are regularly shared with eligible team members. Your profit share is based on factors that include months worked during the profit sharing period; full-time vs. part-time employment status; whether or not you receive overtime pay; your base pay; and one or more subjective performance scores.

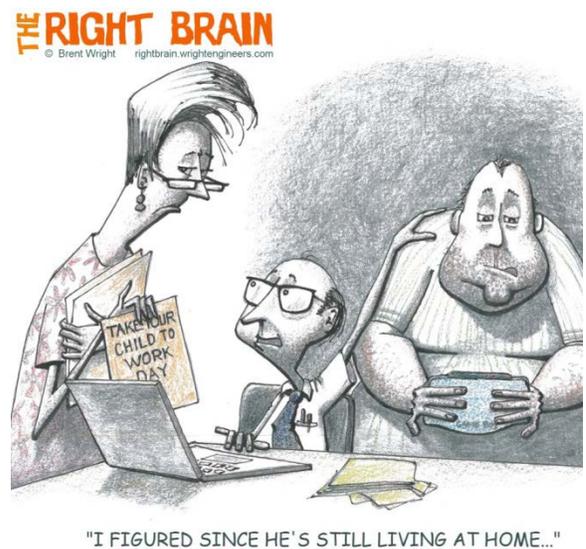
ENGINEERING REGISTRATION

If you're an engineer, we encourage you to become licensed in the state where you primarily work. The company will pay for the maintenance of your registration in the state where you primarily work. If we need you to become licensed in additional states, we'll pay to maintain those licenses as well.

For engineers who are becoming licensed for the first time, we'll reimburse you for the NCEES and exam fees once you receive notice that you've passed the professional licensing exam, and you'll get a \$1,000 bonus when you receive your license in the state where you primarily work. If you're a structural engineer, this will apply to both the PE and SE license.

PROFESSIONAL DEVELOPMENT

We encourage you to continue your professional development and learning, and we may reimburse you for certain eligible expenses incurred in this pursuit on a case-by-case basis. To be eligible, you must be a full-time employee, the professional development must be directly related to your current position or enhance your promotional opportunities within the company, and it must be approved prior by a partner.



POSITIONS and PROMOTIONS

Your status within the company comes primarily from your capabilities and performance, not your position or title. Titles are given only when it helps to clarify for us internally a person's responsibilities or when a person holds a position where the outside world demands a title.

We strive to put our best people on our best opportunities. Whenever possible we try to fill open positions with people already within our organization.

PAY and COMPENSATION

Our goal is to fairly compensate every employee with competitive pay and benefits based on their position, qualifications, and performance and on our ability to do so. High performers, regardless of their position, are paid at the higher end of the pay scale, have greater job security when times are bad, have more advancement and promotion opportunities, are selected for more choice assignments, and receive a larger share of profit sharing distributions.