

THE ARGUS CULTURE

ARGUS's reputation for integrity is its most valuable asset and is directly related to the employees that we invest in. Our diverse perspectives come from many sources including gender, race, age, national origin, culture, education, as well as professional and life experience. We're one team with varying backgrounds, cultures, ideas and points of view and we strive to put people first and create a culture that is focused on doing the right thing. We work to develop leaders to help us meet the needs of our customers around the world.

Commitment to Our People

- Provide a family like culture for our people based on our core values and commitment to excellence in all we do, which symbolizes “who we are” and “what makes ARGUS great.”

Vision

- To identify, develop and deliver products and services that improve customers' ability to enhance their strategic business practices.
- To create a business aviation community focused on innovation, practical solutions, and industry leadership.
- To be recognized as a respectable resource to obtain the finest business in aviation.

Core Values

- **Ethics:** Be the best at what we do—deliver with integrity and value.
- **Excellence:** Exceed customer expectations to create an image of excellence, dependability, consistency, and trust.
- **People:** Respect others and recognize that our success depends on the talent, skills, and expertise of our team.
- **Teamwork:** We multiply the creativity and contributions of individuals by focusing on team goals.
- **Leadership:** Demonstrate leadership through “can do” spirit, a relentless determination for improvement and personal accountability to deliver.

Drive for Results

- Be certain that clear objectives are defined for each employee in order for them to be successful in their job.
- Objectives should be set to support the Strategic Plan. Do not over promise or project unrealistic returns when setting objectives.
- Employee satisfaction and engagement are driven by people understanding what is expected of them. Tell people where they stand in terms of performance against commitments.
- It is not always “what” you accomplish but also “how” you accomplish it.
- Provide regular coaching by monitoring your team and understanding when people need assistance in reaching their goals.
- Assist in removing barriers and clarifying the path to achieving business goals.
- Regularly commend and reward superior performance. Recognition is a key to promoting initiative and creativity.
- Do not keep issues, weaknesses or problems to yourself. Be flexible – change your mind when persuaded by meritorious argument.

Demonstrate Honesty, Integrity, and Respect

- Always be honest. Live with integrity and reflect honesty in all we do and say.
- Rigorous, regular and constructive debate is required because without this we will not produce quality results. Intellectual conflict is constructive – that is how we get to the correct answer.
- Be open minded and listen. Constantly probe and persist. Ask questions to create participation and learning.
- Always have passion for the pursuit of knowledge.
- Be positive. Seek answers and not blame.
- Do not interrupt your colleagues.
- Reach conclusions, assign specific responsibilities and leave the room unified. Provide follow through on commitments and see the project through.
- Do not undermine, ignore, or simply override final decisions.
- Rely on colleagues and be reliable for them.

Build Great Teams

- Rely on, reward, and recognize performance. Advance high performers based on achievement and leadership.
- Address failures through honest feedback that is never personal and always respectful.
- Take performance and talent reviews seriously.
- Constantly assess and coach – remember to be honest and respectful.
- Develop high performing and high potential employees.
- Don't allow people to stand in the way of success.
- Address poor performance through fair, respectful and objective feedback.
- Find and develop “doers” – your life improves. When you find them, nurture, grow, and develop them and others like them.
- Surround yourself with people who are smarter or more capable than you. Allow them to shine, creating a path to success.
- Value diversity – embrace diverse people, thinking, and styles.
- Lead by example – if you work until the job is done correctly, so will your colleagues

Our Most Important Behaviors

- Listen closely and communicate openly, honestly, and directly.
- Encourage change and innovation.
- Use good business judgement and be financially responsible.
- Embrace diverse people, thinking and styles.
- Treat others with dignity and respect.
- Debate constructively, decide definitively and support actively.
- Set clear roles, responsibilities and expectations.
- Demand and accept responsibility.
- Show ownership of our airline as it is who we are.
- Follow through with clear, consistent consequences.
- Think as if you were a customer to anticipate needs.
- Be courageous, optimistic and embrace prudent risk-taking.
- Always operate within the spirit and letter of the law.

- Explore and challenge the status quo.
- Empowered to make decisions.
- Drive operational excellence, speed and simplicity.
- Take pride in our work and celebrate our wins!

Know Our Business and Improve it Constantly

- Know our customers and care for them.
- Connect with our customers. Strategic customer relationships can be a strategic advantage that allows us to beat our competitors.
- Know our people and care for them. Understand their strengths, challenges and needs – individually.
- Value our differences – embrace diverse people, thinking and styles.
- Hold people accountable, recognize success and invest in their development.
- Know our business inside and out to provide superior return to our stakeholders.
- Pour over the numbers, spend time thinking about your challenges, read everything you can get your hands on that is relevant to our business and ask your colleagues for their views.
- Identify the numbers and metrics that are barometers of the business. What gets measured gets done. If it is not measured it will not get managed.
- Know the strengths and weaknesses in your business.
- Do not shy away from recognizing strengths and great performance or openly discussing business challenges and reaching specific plans for remediation.
- Attack the biggest issues first and never give up.
- Know the competition, respect the competition and be humble.
- Our competitors are superior to us in some aspect of the business. Do not be dismissive of them or we will let our guard down and get beat.