



***Being a
Great Growth
Company.***

TRILLIAD®

***We have one goal,
and that is to be a
Great Growth
Company.***



***What does
it mean to be
Great Growth
Company?***

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***It means building a
company where the
best talent in the
world will want to work.***

A great company doesn't build itself.

People build great companies—smart and determined people who believe in a common vision and execute on a well-defined strategy.

Our intent is to provide a platform where such people can showcase their skills and grow their careers. A platform that creates loyalty to the brand and our leadership. A platform for growth. For learning. For expanded responsibility. And not least, for camaraderie and fun.

That's why smart and determined people join,
And why they choose to stay.

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***Why do we want to become a
Great Growth Company?***

Growth Creates Opportunity.

When a company grows, it can invest more in its people, expand what it can deliver for clients, and create new paths for talent to develop and lead. Growth gives us the resources to innovate, the scale to matter in our markets, and the stability to endure through change.

But growth on its own isn't the goal. Profitable growth is. Profitable growth means growing with discipline. Delivering real value to clients. Building careers for our people. Strengthening the business so it lasts.

We pursue growth because it allows us to build something enduring—an organization where clients succeed, people develop, and the work we do continues to matter over time.

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***How do we become a
Great Growth Company?***

We'll always be chasing that goal.
We'll always be a work in progress.

We're committed to being a company we're proud of. A place where exceptionally talented people want to work. Where clients want to do business. A place that makes our competitors envious and nervous. A place every one of us is excited about each day.

Our ambitions are big. It's by stretching and pushing ourselves that we go further and achieve more than we otherwise would. That's true for us as a company and as individuals.

Most of us usually feel a bit stretched.

Operating just outside our zones of comfort. When you're a part of Trilliad, you get used to that feeling. Because we choose to run the business just that way.

Our overarching themes provide the framework for how we will become a great growth company.

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Our Overarching Themes

**Be the market
leader in any area
we pursue**

**Be the
employer
of choice**

**Be
well-run and
disciplined**

**Have a strong growth culture that creates long-term
competitive advantage**

Being a market leader requires gaining and retaining greater market share than our competitors.

Nobody will relinquish market share willingly. We must earn it, take it, and own it.

The only way to do that is by creating client value. To do this, we must have a differentiated market leading value proposition, win and work with market leading brands, and provide innovative, world-class solutions that solve our clients' most perplexing challenges and create market leading results for them.

By focusing on great outcomes in the now, with a constant eye toward the future, we will attract and build client relationships that grow faster than the market. And we will be recognized by industry pundits as the market leader. And we will scare the competition.

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***Be the market leader
in any area we pursue.***

Our people don't reflect our brand. They are our brand.

Our people are the reason our clients choose Trilliad. And why they stay with us. And recommend us.

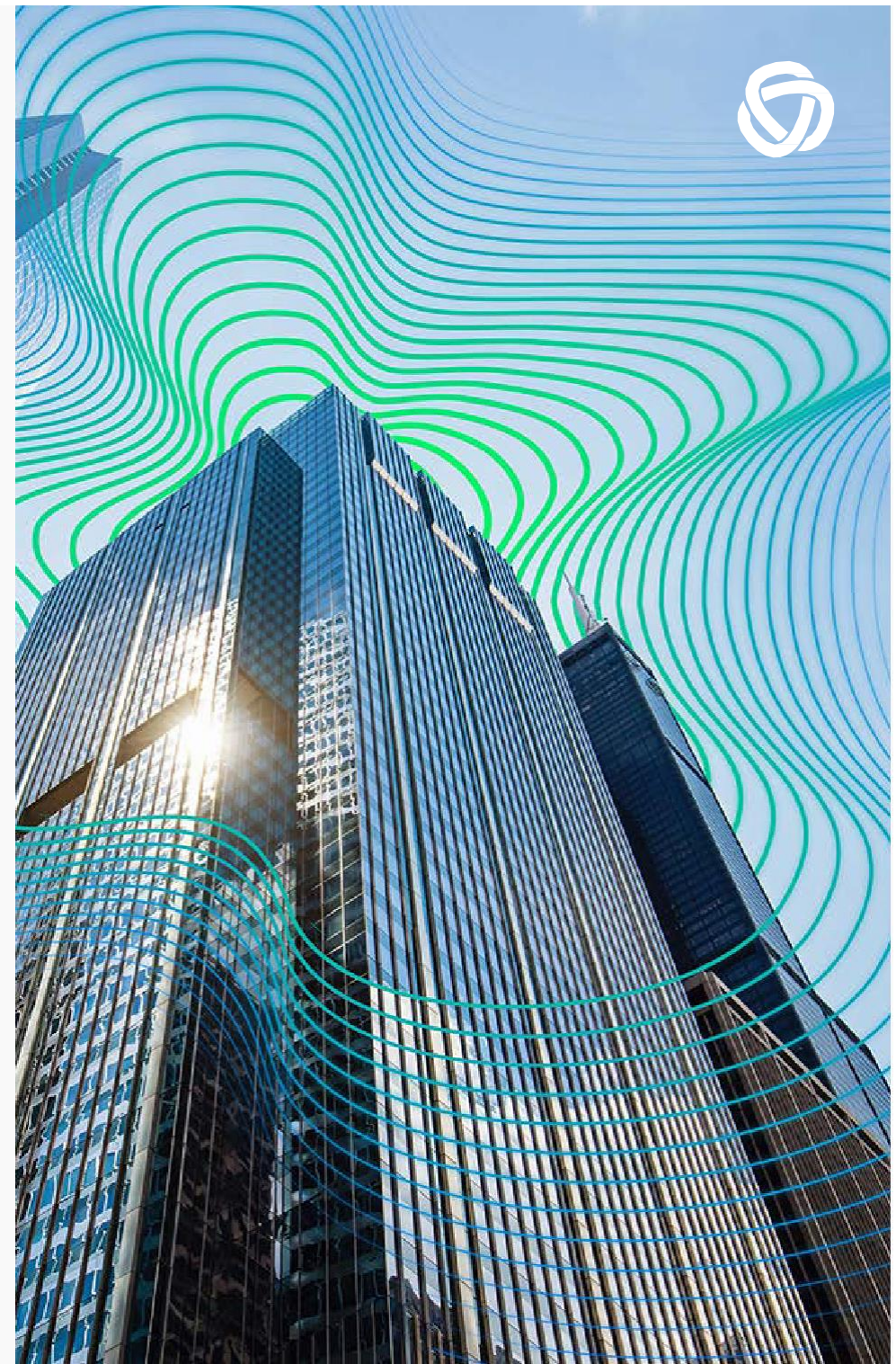
Great companies hire great people, so our hiring criteria are simple: Is this person someone who can do the job better than anyone else? Someone you could learn from? Someone you want to embark on a journey with? Someone you like? Imagine a company in which every person is described in those terms. That's what we're talking about.

To us, finding and keeping the right talent is as important as landing a top client. That's why we work to pursue, and keep, great talent. And that's why our people are our best recruiters. And our best PR. And our best sales force.

Our people are Difference-Makers. Period.

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***Be the Employer
of choice.***



What Gets Measured Gets Managed. Execution Is a Discipline.

A North Star alone doesn't get you anywhere. Direction matters, but progress comes from disciplined execution.

At Trilliad, we believe well-run companies are built on rigor. What gets measured gets managed. Our leaders are expected to know their numbers and understand the business of the business.

That discipline shows up in how we run everything—our finances, our strategy, our

communication, our processes, our people leadership, and our client partnerships. It's not occasional effort. It's how we operate.

We won't always get it perfect. But we hold ourselves accountable for the results. When something works, we scale it. When it doesn't, we learn, adjust, and improve.

Execution is never "good enough." Our clients trust us to deliver. We earn that trust through great work, consistency, and disciplined follow-through.

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Be a
Well-run & disciplined
company

Culture is very important to us.
It is our ultimate form of competitive advantage.

Our culture isn't for everyone. Remarkable ones never are.

A vigorous and distinct culture offers solidarity and a strong sense of belonging. And that's the kind of culture we want.

Such a strong company culture may not be for everyone – and that's OK. Our recruitment process focuses on finding people who share our vision and excel in a results-oriented environment.

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***Have a strong
Growth Culture.***



What
We Believe.

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People Matter.

Clients matter. Teams matter.

Time matters. Effort matters.

Our Leadership Principles matter.



What we do ***is as***
important as ***how we do it.***



***Culture equals behavior and
behavior equals culture.***



***Strong cultures have their
own language.***



Our leadership ***Principles.***

TRILLIAD®



***All Leadership Principles
apply to all of us, **always.*****

Our leadership **Principles.**



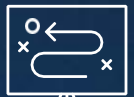
Growth Obsessed.

For our business, our clients, and our selves.



Business is Personal.

Cultivate relationships. Make space for connection. Care about each other.



Strategy Without

Execution is Just Dreaming. Hope is not a strategy. Vision matters—so does execution.



Be One Team.

No lone wolves. Have each other's back and help each other out.



Raise the Bar.

Good is the enemy of great. Better never stops. Be a Difference-Maker.



Confusion is a Choice.

Stay curious—Seek to understand. Share context—Seek to be understood.



The Journey Matters.

Meaningful work takes time. Have patience with a sense of urgency. Think: the next 90 days and the next 10 years.



Create Client Value.

Become irreplaceable.



Lighten-Up.

Humor and laughter deepen bonds.



Tighten-Up.

Focus, discipline, and rigor count.



You Have the Ball.

Be accountable. Take action. Go the distance



Run Towards Problems.

We don't sweep things under the rug. Symptoms signal deeper causes—find the root.



Have the Hard Conversation.

Be direct and empathetic. Speak the truth, kindly. Feedback is a gift.



Celebrate Results.

Make recognizing greatness a habit.



Think "We" Not "Me."

Prioritize what's best for the business, the team, and the journey.



***Whether you're leading yourself,
others, or departments within
a Function or a Service Line, our
Leadership Principles **matter.*****

Growth Obsessed.

***For our business, our clients,
and our Selves.***



Growth Obsessed. For our business, our clients, and our Selves.

Growth fuels everything we do. Wherever you sit in the company, your role is to be obsessive about growth—whether with customers, product or process innovations, or new talent.

Business is Personal.

***Cultivate relationships. Make
space for connection. Care
about each other.***



Business is Personal. Cultivate relationships. Make space for connection. Care about each other.

A culture in which we care about—and trust—each other so much that strong enduring relationships are built. And life-long friendships are created.

***Strategy Without
Execution is Just Dreaming.***

***Hope is not a strategy.
Vision matters—so does
execution.***



Strategy Without Execution Is Just Dreaming. Hope is not a strategy. Vision matters—so does execution.

We've all seen plenty of impressive PowerPoint, but without disciplined execution, strategy never moves off the page. And we've all seen lots of companies who are great at delivery fail from a lack of innovation and vision.

Be One Team.

No lone wolves. Have each other's back and help each other out.



***Be One Team. No lone wolves.** Have each other's back and help each other out.*

We need to have each other's back.

We have to support each other, because winning together is the best type of winning.

Raise the Bar.

Good is the enemy of great.

Better never stops.

Be a Difference-Maker.



Raise the Bar. Good is the enemy of great. Better never stops. Be a Difference-Maker.

As soon as you accept good, what you're working on—whether that's a product, process, or yourself—will never be great.

Confusion is a Choice.

Stay curious—seek to understand.

***Share context—seek to be
understood.***



Confusion Is a Choice. Stay curious—Seek to understand. Share context—seek to be understood.

If there are things that you don't understand, then you need to use your curiosity gene to go and figure it out.

The Journey Matters.

***Meaningful work takes time.
Have patience with a sense of
urgency. Think: the next 90 days
and the next 10 years.***



The Journey Matters. Meaningful work takes time. Have patience with a sense of urgency.
Think: the next 90 days and the next 10 years.

***Great growth companies aren't built overnight.
We don't just suddenly become one—we grow
into one through excellence in execution in the
now and by learning and growing over time.***

Create Client Value.

Become irreplaceable.



Create Client Value. Become irreplaceable.

***Ask yourself two simple questions:
“Am I proud of this work?” and “Does it
create better outcomes for my client?”***

Lighten-Up.

Humor & laughter deepen bonds.



Lighten-Up. Humor and laughter deepen bonds.

Keep things light. Take the work seriously, but don't take yourself too seriously.

Tighten-Up.

Focus, discipline & rigor count.



Tighten-Up. Focus, discipline and rigor count.

***There's a time for laughter and humor—
and then there's a time to get really
serious and to get really buttoned up.***

You Have the Ball .

***Be accountable. Take action.
Go the distance.***



You Have the Ball. Be accountable. Take action. Go the distance.

If somebody says that they're going to do something, the expectation is that it will be done. Having said that, you are not alone—if you need help, raise your hand.

Run Towards Problems.

***Symptoms signal deeper causes.
Find the root.***



***Run Towards Problems.** Symptoms signal deeper causes. Find the root.*

When we know something is wrong in the business, we've got to run at it—not sweep it under the rug.

Have the hard conversation.
Be direct and empathetic.
Speak the truth, kindly.
Feedback is a gift.



Have the hard conversation. Be direct and empathetic. Speak the truth, kindly. Feedback is a gift.

When we don't speak the truth, when we don't offer feedback, we miss an opportunity for growth.

Celebrate Results.

***Make recognizing greatness
a habit.***



Celebrate Results. Make recognizing greatness a habit.

Take time to stop and smell the roses. It's everyone's job to celebrate and promote each other's top wins and great successes.

Think “We” not “Me.”

***Prioritize what’s best for
the business, the team,
and the journey.***



Think “We” not “Me.” Prioritize what’s best for the business, the team, and the journey.

***We do what is best for the greater
good of the company or the mission,
not ourselves.***



Our Cultural Contract

The Trilliad Agreement

TRILLIAD[®]



The Trilliad Agreement

If you want to be part of building a truly great growth company—and if you want to help cultivate a culture that is differentiated and that creates value for customers and colleagues alike—then you could be a fit for Trilliad.

Accepting that invitation means more than bringing your skills, knowledge, and experience to bear in your role. It also means working in alignment with our Leadership Principles, which guide how we show-up for each other, our customers, and the work. Because at Trilliad how we do things matters just as much as what we do.

When you show up in this way—bringing your best and living our Leadership Principles—you can expect Trilliad to uphold its side of The Trilliad Agreement: a workplace in which we grow, connect, and thrive

The Trilliad Agreement



A workplace where we grow

- You'll stretch your skills and shape your career through work that pushes boundaries and raises the bar.
- You'll have access to world-class training and development.
- You'll have the clarity and tools to deliver results that matter.



A workplace where we connect

- You'll be guided by leaders who are worth following.
- You'll build relationships that go beyond the job.
- You'll be invited to offer thoughtful feedback, and when you do you will be heard.



A workplace where we thrive

- Great results will be recognized and celebrated.
- You'll work in an environment with teammates who have your back.
- You'll receive competitive pay and benefits that recognize your impact and support you inside and outside of work.



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Great Growth
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