

## **Family Employment Guidelines**

### **PURPOSE:**

These guidelines are designed to supplement the “White Paper” written by our former CEO regarding family employment in the business. The policy expressed in this document was approved by the Board and has been followed by our Company since that Board action in 1984. This addendum, while keeping the spirit of the original white paper, articulates that changes in management and culture have taken place since the original, and addresses the guidelines regarding the implementation of this policy. As our company evolves, revisions like this one will be commonplace, but since this is the first change in over 20 years, the committee is charged with understanding the current culture of the Company, and creating a process by which family members will be valued employees.

The guidelines were developed by a joint task force from the Family Council and senior leadership from the Company. They were approved by the Family Council and endorsed by the Board of Directors in 2008.

These guidelines are based on the shared belief that the Company’s management team and the Family Council believe that it is beneficial to our family business to have qualified and skilled family members working in the business. Specifically, it is the hope of both the family and the executive leadership that family members with the appropriate experience and skills apply to join the company and to advance in their careers to positions that are commensurate with their skills and abilities.

### **ENTRY:**

Family members who are direct descendants of the founder and spouses of direct descendants are eligible to apply for employment in the Business. In order to be considered for a position, they must meet the qualifications for the position, have resumes on file in the Shareholder Development database, and follow the same recruitment procedures that all Company candidates follow.

As in the original “White Paper,” family members are strongly encouraged to complete a four-year degree and have a minimum of three years of experience outside of the Family Business before coming to work for the Company. A Masters in Business Administration or other graduate education is also encouraged.

The Shareholder Development Committee of the Family Council will take an active role in identifying descendants of our Founder who are considering working for the Company, advise them so that they are in a position to meet the qualifications for entry, serve as an advocate during the identification and recruitment process, and make sure

that they receive appropriate feedback regarding their application. This is the first way that family members receive extra consideration.

If family members have a comparable skill set as other applicants when they are applying to enter the Business, then they will be given a preference in the hiring process. This is the second way that family members receive extra consideration.

If family members do not meet the requirements for a hiring position or have a comparable skill set, they will not be given preference during the hiring process.

### **ADVANCEMENT:**

Our Company has established exemplary policies and practices regarding the evaluation and promotion of employees. These policies and practices apply to all family members once they enter the business. Family employees will be held to the same performance and accountability standards as non-family members and will not receive extra consideration in promotions or advancement.

The Shareholder Development Committee of the Family Council has a continuing role in mentoring family members working in the business. This mentoring role could include assuring that family members are evaluated fairly and given appropriate developmental feedback, providing advice and suggestions for family members if requested, and assisting with transitions.

### **SHAREHOLDER DEVELOPMENT COMMITTEE:**

As noted above, the Shareholder Development Committee has a special role in working with family candidates and employees. The Chair and Vice Chair of the Committee, along with the Vice President of Human Resources as an ex-officio committee member, will work to follow the procedures set out above.

Their tasks include:

- Advise on the entry of Family members into the Business
- Coach and assist with the development of Family members in the Business
- Advise each Family member on educational choices, work experiences, and career directions
- Monitor the evaluation process for Family members so that individuals receive timely, fair, direct and honest feedback
- Committee Training and Development to provide members with the tools to be effective development stewards

Individual family members are responsible for:

- Communicating with the Committee regarding their interest in a position within the Company
- Reading and understanding the Talent Review Process developed by the HR Department and used in the organization
- Making sure their resume and personal information in the shareholder database is up to date and accurate
- Contacting the Committee with any questions or concerns

The following illustration shows the practices outlined above.

