

# Our Culture

## GUIDE



LIVE SAFETY



VALUE EMPLOYEES



ENGAGE CUSTOMERS



DRIVE RESULTS



## ATS Strategy

**Deliver high value solutions to our customers, resulting in significant growth which provides opportunities and returns to our employees and shareholders.**

- Building the workforce of the future by recruiting, retaining, and training the best talent, enabled by advanced technologies
- Utilizing our Operating System to define service excellence and provide a systematic framework for our customers, teams, and company goals
- Developing technologies, capabilities, and processes to satisfy evolving market needs
- Applying technology and process capability to deliver innovative solutions that improve productivity and customer loyalty in diverse markets

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# **ATS is, and always will be, a people company.**

Our culture is built on four foundational pillars – Live Safety, Value Employees, Engage Customers, Drive Results – on which every employee works to build upon through ownership of their personal well-being and professional development.

## **Who We Are:**

Advanced Technology Services (ATS) is truly a leader in our industry. We have over three decades of proven experience in making factories run better.

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## **What We Do:**

We extend the life and reliability of equipment. Our customers benefit by increased productivity, consistency, and reduced operating costs.

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## **How We Do It:**

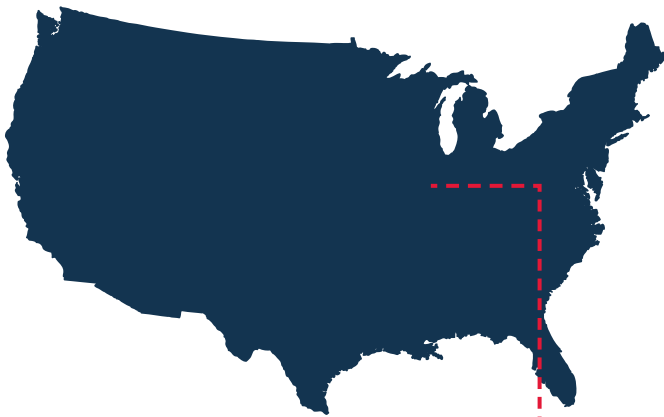
Our skilled workforce uses data and technology to drive performance. We focus on the critical key performance measures for each customer and put processes in place to exceed their goals.

# WHERE DO WE WORK?

The answer to that question is as diverse as the services we offer. You could work in our corporate office in Peoria, Illinois; the Technology Center in Greenville, South Carolina, or one of our international offices in Monterrey, Mexico or Kettering, United Kingdom. Or, we have sites from coast to coast in the United States as well as throughout Mexico and the UK - and we are continually growing.



**UNITED KINGDOM**



**UNITED STATES**



**MEXICO**



**HEADQUARTERS**  
Peoria, Illinois



**OVER  
3,000  
EMPLOYEES**

## **A GLOBAL BUSINESS**

Our sites in Mexico and the UK support the international operations of some of our largest customers with a wide range of services.

# MESSAGE FROM CEO

## JEFF OWENS

For over three decades, I have been proud to call ATS my home, and that is exactly how I view the company – my home and my family. A lot has changed over time, but one thing has remained consistent – the ATS Culture. Our Culture is built on four foundational pillars - Live Safety, Value Employees, Engage Customers, and Drive Results. The order of these pillars is not random. First and foremost, we must ensure that our employees are safe. No one wants to work for, or with, an unsafe company. I am very proud of our safety record and it is a direct reflection of the commitment to safety that all of our employees share.

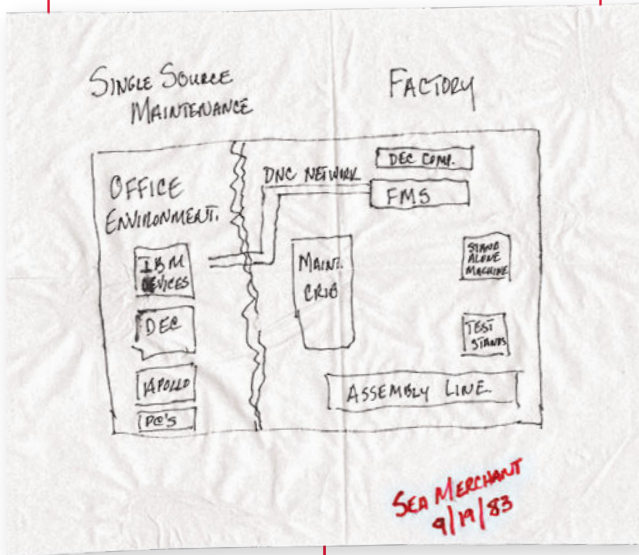
Our success can be attributed to our great teams. Many times, I find myself sitting back and thinking, “This is remarkable,” when I hear of the innovative ideas, teamwork, and dedication from our employees. Our people are truly the heart and soul of ATS and go above and beyond every day to support our customers. They work directly with our customers, extending the ATS family and often driving not just positive operational improvements for our customers, but positive cultural changes as well. It is an honor to lead such a great organization and a responsibility that I will always cherish.

**“One thing  
has remained  
consistent - the  
ATS Culture.”**



**We Began**

*as an idea  
on a napkin*



# PROVEN HISTORY

For over three decades, we have been a leading services provider in technology-driven industrial maintenance and MRO asset management. Our extensive experience means we understand how people, processes, and technologies make the difference in manufacturing efficiency. Within a wide variety of manufacturing industries, some of the world's leading companies count on our expertise to minimize production downtime and improve productivity.

**32**

Entrepreneurs joined  
to form ATS in 1985

**38+**

Years of experience  
and expertise

**Our success can be attributed to our great teams.**

# WORKING TOGETHER



One of the things we are most proud of is the customers we serve and the growth of business from those customers. As you can see from the quote below, much of that success is a by-product of our culture – our focus on Safety, Employees, Customers and Results.

**“I wanted to take the time to recognize you for your leadership. I know I can always count on you for quick response and dedicated attention to the safety of your team. Thank you very much for your efforts. Please, keep up the great work!”**

**– Customer**





# **OUR ATMOSPHERE**

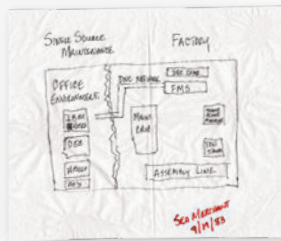
**Encouraging**

**Growth & Development**

**Respectful**

**Be The Best You Can Be**

# ATS MILESTONES



Advanced Technology Services, Inc. is founded

**1985**



ATS secured first comprehensive maintenance contract

**1996**



ATS is recognized as a Top Military Friendly Employer for the first time of many

**2013**



The Wall Street Journal published a feature article on ATS

**2014**

**1993**

Increased employees and capabilities lead the Peoria, IL headquarters to relocate to a larger facility

**2007**

First of multiple times, ATS is recognized by Inc. 5000 as one of the Fastest Growing Private Companies in America

**2013**

Established SkillPoint™ Technical Training to enhance technical skills, promote retention and increase labor efficiency





Established MRO distribution to provide customers equal or better pricing on industrial parts

**2018**



## OPERATING SYSTEM

Implemented the ATS Operating System that tracks process standards and maturity, and improves efficiencies and knowledge-sharing

**2019**



## MACHINE HEALTH MONITORING SYSTEM

Introduced sensor technology for remote monitoring of asset health to eliminate unplanned downtime and reduce cost

**2021**

**2016**

Built eFactoryPRO CMMS to support best-in-class maintenance and MRO processes, technology platforms and reliability analytics

**2018**

Forbes recognized ATS as a Best Employer for New Graduates and one of America's Best Mid-Sized Employers for the first time of many

**2020**

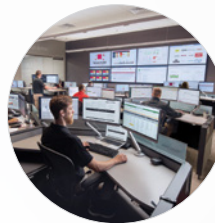
Launched the Reliability 360<sup>®</sup> Technology Center to analyze asset performance data and deliver prescriptive actions for improved productivity

**2021 & 2022**

Deloitte honored ATS with their prestigious recognition as a US Best Managed Company



# Forbes



Recognized by Deloitte



Recognizing private company success



# OUR CULTURE

## What is Culture?

An easy way to think of company culture is “It’s the way we do things around here” – the shared values, beliefs and behaviors. These aren’t written down anywhere, they are simply learned by observation. When employees are in sync with the company culture, they are more likely to enjoy their time in the workplace and have a sense of belonging. You may have heard the saying:

**“Culture eats strategy  
for breakfast.”**

**This speaks to the power of a strong company culture that:**

- **Attracts and keeps a talented workforce**
- **Offers growth opportunities through learning and development**
- **Provides services distinguishable from the competition**
- **Achieves sustainable results**
- **Provides financial well-being**

As a company evolves, so does its culture. ATS’s culture is continually improving – we strive each and every day to foster a constructive culture, one where people feel like they belong and can do their best work.

## In this guide, you'll learn about the four pillars of the ATS Culture:



### No matter the job title or tenure, each employee is asked to:

- Keep well-being top of mind. Safety is a focus 24/7, as is physical, financial, social and emotional well-being. If you see someone struggling, know that there are tools to help.
- Communicate with transparency and honesty. Be respectful, but don't shy away from having a difficult conversation.
- Remember that every job is important. Say "thank you" and don't take anyone for granted.
- Work as a team. We win and lose as a team. Celebrate the successes and learn from the misses.
- Set realistic, yet challenging goals and involve others when help is needed to achieve them.
- Be creative and don't be afraid to take risks. After all, ATS has grown as a direct result of our employees' innovation and ideas.
- Accept and appreciate diversity of thoughts and backgrounds.



**ATS**

# Our Culture



## LIVE SAFETY



Our foundation is safety and personal well-being. We think it, feel it, and live it every day.



## VALUE EMPLOYEES



Our employees are what make our company great. We respect and trust each other and communicate openly.



- Think it through, talk it out, and openly communicate.
- Follow processes and procedures.
- Talk with your team to build a welcoming & collaborative environment.

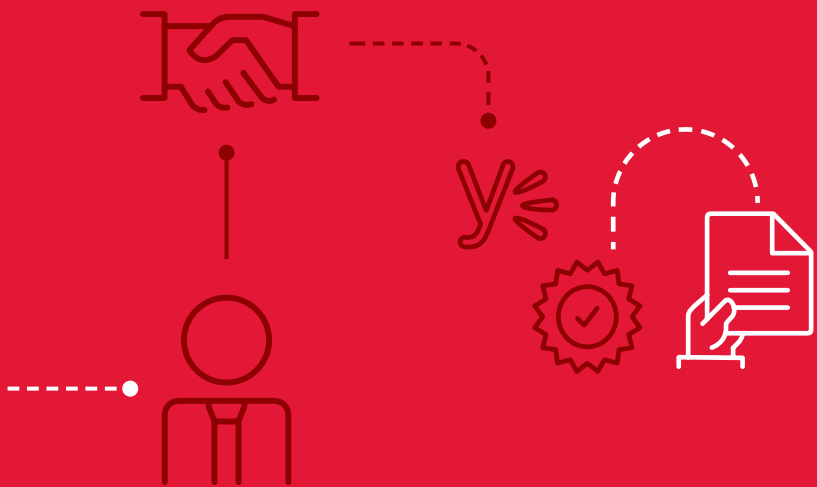


## DRIVE RESULTS



Our commitment to making factories run better through excellent service and continuous improvement drives prosperity for our company and families.





- Seek to understand; communicate to be understood.
- Celebrate all wins.
- Encourage one another to promote a strong team environment.



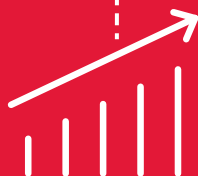
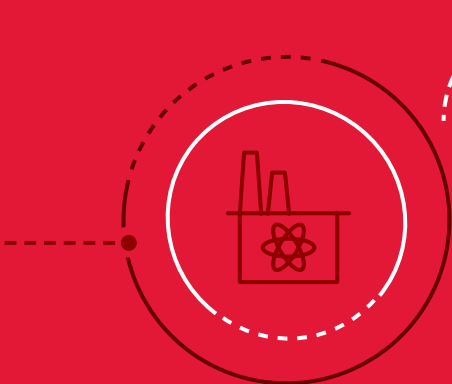
## ENGAGE CUSTOMERS



Our customers are our partners.  
Their success is our success.



- Connect and build partnerships.
- Align and exceed expectations.
- Be an ambassador of your customers and their markets.
- Take pride in your work.



- Collaborate: together, everyone achieves more.
- Leverage strengths to create solutions and remove barriers.
- Go above and beyond.
- Drive continuous improvement.

## Sometimes, people confuse culture with climate.

The climate can vary based on the specific location where someone works. Whether it's at a customer factory or an ATS-owned office, you can imagine that the physical work environments might look very different, but the

**ATS Culture remains consistent.**



So if the culture is consistent at ATS, why does it feel different at certain locations? That's because of the climate. Climate is based on perceptions. Think of climate as what you feel when you first walk in the room. Are people friendly? Are people encouraged to take risks?

Think of climate and culture as an iceberg. Climate is what we perceive and it's just the small part above the water line. Culture runs very deep because it's what we believe.

Climate is greatly influenced by the leadership team in place and very easy to change. In fact, often it is the first thing that improves once positive changes are made. We want all of our employees to work in a positive environment.

We know that climate changes are short-term which is why ATS spends so much time focusing on our culture. The ATS Culture is incredibly important to the success of our business. Living our culture takes a commitment from each one of us every day.

**WE  
OWN  
IT!**









# LIVE SAFETY

**Our foundation is safety and personal well-being. We think it, feel it, and live it every day.**

Live Safety is the first pillar of the ATS Culture because it is foundational to everything else. Live Safety does not come and go and it doesn't allow for good days and bad days. It lives with us always – at work, at home, and wherever we go. ATS is an industry leader in safety, thanks to a lot of hard work by all of our employees. With our maintenance technicians on the factory floor at hundreds of customer manufacturing plants in multiple countries, we face very real challenges:

1. Risk exposure
2. Non-routine tasks
3. Diverse environments
4. Customer expectations

ATS never compromises our commitment to a safe workplace, and through these efforts, we often improve the customer's safety performance as well.

**"Safety is the most important thing at our site and is always the number one value."**

**"Safety is discussed several times throughout the day and our leadership is always checking and verifying that we are working safe."**

**"That is one worry I don't have here because they are always making sure we are safe and aware."**

**We benchmark our safety results through two metrics: OSHA's Recordable Incident Rate and Lost Time Rate. Recently, ATS achieved these prominent milestones:**

- ★ **1 million hours without a recordable incident**
- ★ **2 million hours without a lost time incident**

**That is outstanding performance and we congratulate all of our employees for Living Safety every day.**





**“ I always feel very safe and capable in carrying out an activity related to industrial equipment or projects. It is my greatest satisfaction to be a part of a company that complements all the safety regulations and personal training that is always at the forefront for the well-being of the employee. ”**

In 2008, ATS launched the President’s Award for Safety Excellence. This award is given to sites that have demonstrated a commitment to Live Safety by completing rigorous requirements.



**91% of ATS’s sites achieved the President’s Award in 2022**

Our long-standing “zero incident” objective has helped ATS achieve world-class safety performance. However, as we are approaching zero incidents, we have realized that our focus needs to go beyond workplace safety.

Launched in 2018, the “Beyond Zero” philosophy provides a holistic approach to well-being with these five key elements: Safety 24/7, Financial Well-Being, Physical Well-Being, Social Well-Being, and Emotional Well-Being.





## **FINANCIAL WELL-BEING**

Financial well-being is feeling secure in your financial future, regardless of income. It is having a financial security that allows you to enjoy the things that are important to you.

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## **PHYSICAL WELL-BEING**

Physical well-being is improving your health through proper diet, regular exercise habits, and annual wellness exams.

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## **SOCIAL WELL-BEING**

Social well-being comes from regular, positive social contact with family, friends, neighbors, and co-workers. Embracing the culture of your workplace and community, giving back through volunteerism, and doing our part to protect the environment are all aspects of social well-being. ATS encourages community involvement through various non-profit organizations.

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## **EMOTIONAL WELL-BEING**

Emotional well-being allows people to realize their full potential, cope with the stresses of life, work productively, and make meaningful contributions to their communities. To assist with emotional well-being, ATS offers an anonymous Employee Assistance Program (EAP) through an outside provider. The EAP provides counseling sessions, as well as resources such as articles, toolboxes, and podcasts to help with a variety of emotional issues and situations.

...you live...  
...before they happen | ATS of... year... keep my toes s...  
...ience throughout the day. Not just at work. | Using the correct...  
...doing | Making us more aware of potential hazards that we are...  
...lieve Live Safety is in everyone's mind, however it should be ad...  
...ly | Live it 24/7 | Lead by example every day at work and home | I...  
...ive safety 24/7 cult... ever... and... to my friends and...  
...e walk | Stay home... ring... goal is to leave work...  
...ame. I achieve this by working with a team to keep each o...  
...- KNOW THAT YOU... THAT YOU KNOW... at home | By creat...  
...e crisis and working to protect our employees while maintainin...  
...he custom... has... and... in... a...  
...eing as w... as ph... w... Mind... tas... on task...  
...I live safe... y... tal... and... wing... re practices...  
...and at... I... s... f... p... b... in... s. From the c...  
...o executive level awareness and support. I haven't seen any bet...  
...ind as I start the day I having a distance between people, stayin...  
...we talk safety everyday, keeping it at the front of our thinking...  
...ATS's safety culture has resulted in my own safety culture at ho...  
...ore cognizant of hazards at home than I used to be. | Follow the...  
...one is watching or not | By using PPE at all times | Discussions...  
...lbox talks at shift change meetings. Always keep safety top...  
...f and work partners to always think...  
...live a...

# LIVE SAFETY

# LIVE SAFETY 24/7

is a “state of being.” Safety is a core value for your personal safety and the safety of those around you. We encourage safety conversations when we see a potentially unsafe act. These conversations are positive encounters to gain agreement on how a task can be performed safely. The following examples are additional tools used to continue our discussions around the importance of safety:

- Safety Dashboard
- President’s Award
- Safety Trained Supervisor Certification by BCSP
- Safety Training
- Toolbox Talks



**You can see that **LIVE SAFETY** is so much more than compliance with regulations or tracking injuries in the workplace. It's about creating a “culture of well-being” throughout ATS.**

**WHAT DO WE NEED FROM YOU?**  
**MAKE A COMMITMENT TO**  
**LIVE SAFETY EVERY DAY!**



- Practice and promote Safety 24/7 beyond the workplace, taking it to family and friends.
- Celebrate safety achievements and successes with your team.
- Hold yourself and others accountable to their safety actions.
- Invest in your overall well being; prioritize your social, emotional, physical, mental, and financial wellness.
- You are worth it!





# VALUE EMPLOYEES

**When you think about ATS – what comes to mind?**

**We don't make any products.**

**We don't sell any widgets.**

**We provide services that make Factories Run Better.**

What sets our services apart from others? That answer is simple. When we were designing the culture pillars, a lot of time was spent making sure that the wording communicated the right message. After much discussion, we decided that Value was the word that said it best for the Employee pillar.

Looking at the definition, you can see why. It means:

- **To consider with respect to worth, excellence, usefulness, or importance**
- **To regard or esteem highly**

**It's Our People!**





**ATS is, and always will  
be, a **people company**.**

Our employees are what make our company great. The Value Employees pillar gives us direction on how to support this fundamental belief and instill it in our everyday actions.

Let's take a minute to break this pillar down:

**WE RESPECT, TRUST,  
AND HONESTLY  
COMMUNICATE  
WITH EACH OTHER.**



### **OUR EMPLOYEES WANT TO:**

- Listen and be heard
- Receive transparent communications
- Be encouraged and recognized
- Set challenging & realistic goals and pursue them as a team
- Enjoy our work
- Personally grow and develop
- Work for leaders who care and a company that promotes a friendly, cooperative work environment while delivering results

# RESPECT

## **Treat others with respect and be aware of your actions.**

Remember, others judge us by our actions – regardless of our intentions.

- If you were short with someone, apologize.
- If you think there is a miscommunication, clear it up.

## **Understand that people think differently and are motivated by different factors.**

Treat others the way **THEY** want to be treated.

- This requires knowing them as a person and taking the time to understand their perspective.

**Genuinely say thank you and acknowledge the good work being done.**

- Be specific in your feedback.
- Acknowledge the things that make a difference.

# TRUST

## **Assume good intentions.**

If you don't understand why something is being done, ask someone.

- Clear up misunderstandings.
- Try to look at things from all viewpoints.
- Don't judge too fast.
- Try to empathize.
- Take the opportunity to connect and understand.

Thank you for coaching, pushing, and caring this week. You have supported our team to deliver results and support our customers. I appreciate you making it happen!

Thank you for being available to me last week when I needed some support! You are always there to support and guide your ATS team members.

Thank you for instinctively helping your peer on accessing some of the ATS tools through the computer. You did this selflessly and without any prompting from your leadership. Your example will lead others to follow this courtesy. Thank you for being you!



# COMMUNICATE

It's been a strained week for projects, but well done to you both for striving forward with these and dealing with emotional customers. Good communication and teamwork has paid off!!

**Bad news delivered honestly and in advance is much more welcome than if it is a surprise.**

- Be transparent.
- Pick the right time and place for conversations.
- Share what you can.



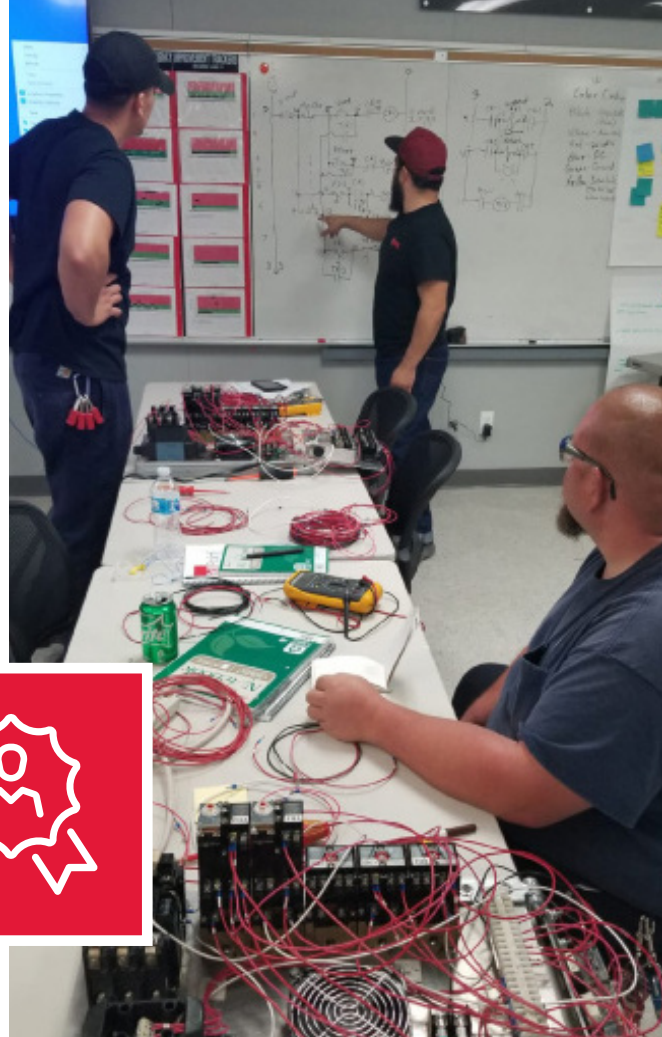
# RECOGNIZE

**While people prefer different types of recognition, everyone likes to receive a little pat on the back every so often.**

Our recognition program provides just that opportunity. Whether it's for something small or for a significant accomplishment, the ATS recognition program encourages employees to share their co-workers' achievements with the entire organization.

Each recognition is tied to a certain amount of points and once an employee receives enough points, they can redeem them for various prizes. It's a win-win situation – you feel good recognizing others and you feel good receiving some praise as well!







# ATS TECHNICIAN DEVELOPMENT PROGRAM

**Accelerates the growth of skills and expertise across our workforce  
to provide the highest level of quality service to our customers.**



**Maintenance Specialist**

**Senior Maintenance Technician**

**Maintenance Technician II**

**Maintenance Technician I**

**Associate Maintenance Technician**



**STEP 1**

Skills  
Assessment



**STEP 2**

Site Relevance  
Survey



**STEP 3**

Personalized  
Development Plan



**STEP 4**

Initial Training  
Assigned & Tracked



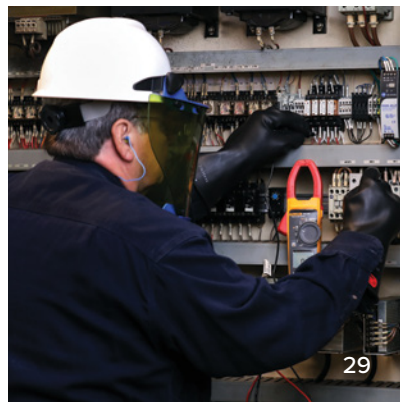
**STEP 5**

Additional Training  
Assigned & Tracked



**STEP 6**

Post-Training  
Skills Assessment



# IT'S ALL ABOUT THE MOMENTS THAT MATTER.

The ATS Culture is all about the moments that matter in an employee's career. When you look at the four pillars of our culture, that theme resounds: Live Safety focuses on well-being; Value Employees focuses on communication, transparency, and respect; Engage Customers focuses on teamwork and partnership; and Deliver Results is about success for employees and their families, as well as ATS. While each pillar can stand independently, it is also true that they work hand-in-hand to provide the foundation for many other initiatives. One of these initiatives is the "Employee Experience."

As our people are the heart of the organization, it just makes sense that ATS would focus on the employee experience throughout the company. Employee experience is just that – it includes everything our people see, feel or face during their career. It starts before they are hired and lasts long after they walk out the door for the last time, as they may tell others of their experience as an ATS employee.

Recognizing the great work our employees do every day is important. We borrowed a tradition from the United States military and introduced "Culture Coins." Leaders give these to their employees to formally recognize them for exemplifying the ATS Culture.

**First, we look at the environments  
in which our employees work:**

**1**

## **Physical Space:**

Location, co-workers, lighting,  
access to lunchroom, etc.

**2**

## **Technological Environment:**

Tools and technology to  
accomplish their jobs.

**3**

## **Culture:**

Employees want to work in  
a constructive culture that  
supports open communication  
and fosters excellence.





As a company, ATS recognizes that great leaders come from a variety of different backgrounds. Many of our leadership team started their careers serving their country in the military. ATS recognizes the transferable skills from the military and helps build upon that foundation with assessments, mentoring, technical, business, and leadership training.

ATS is privileged to have a large number of veterans in our workforce. We value the perspective they bring to the table, and we thank them for their service.

Whether you're talking about employee experience, leadership, individual training and development, or simply how we all show that we value each other every day, know that ATS is constantly striving to improve the work environment for you, your co-workers, and the future ATS team members. Speak up. Join in.

**"As one of the many military veterans, I applaud ATS for utilizing such a prideful reward system as challenge coins. I am proud to be associated with leadership that recognizes excellence and I am thankful for this organization and the way it takes care of veterans."**



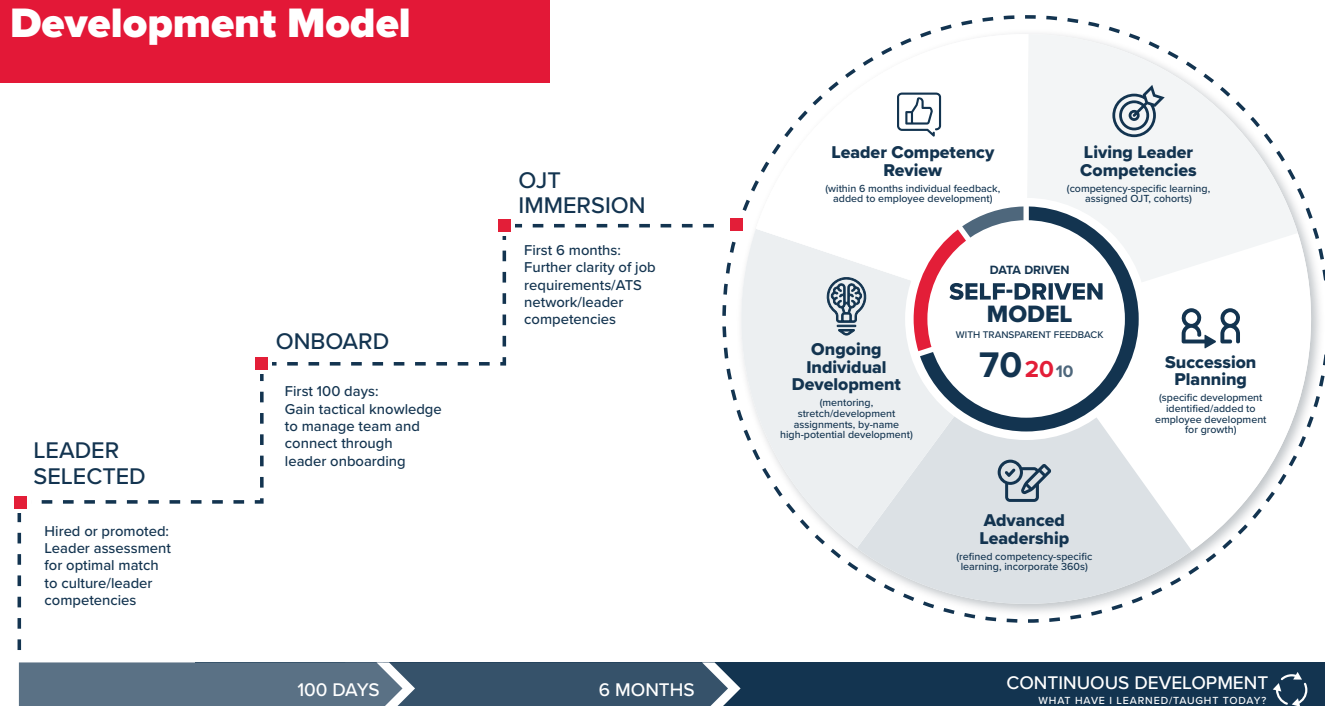
# LEADER DEVELOPMENT – CONTINUAL GROWTH TO OUR ATS CULTURE

At ATS, our leaders are asked to have a mindset of, “What have I learned today, and what have I taught today?” With that in mind, the ATS Leadership Development model focuses on self-driven growth around the key leader competencies of:

- **Business and Company Acumen**
- **Emotional Intelligence**
- **Lead in the Present; Eye to the Future**
- **Communicate, communicate, communicate**

Through onboarding, classroom learning, coaching, succession planning and targeted development plans, the ATS Leadership Development program and processes are focused on building depth and breadth in our leadership team to ensure we’re providing a great experience for all our team members and are prepared for continual growth. As our leaders continue to work on their leadership skills, capabilities and behaviors through formal learning and on-the-job training and interactions with other leaders, we will continue to support, reinforce, role model and drive our ATS Culture.

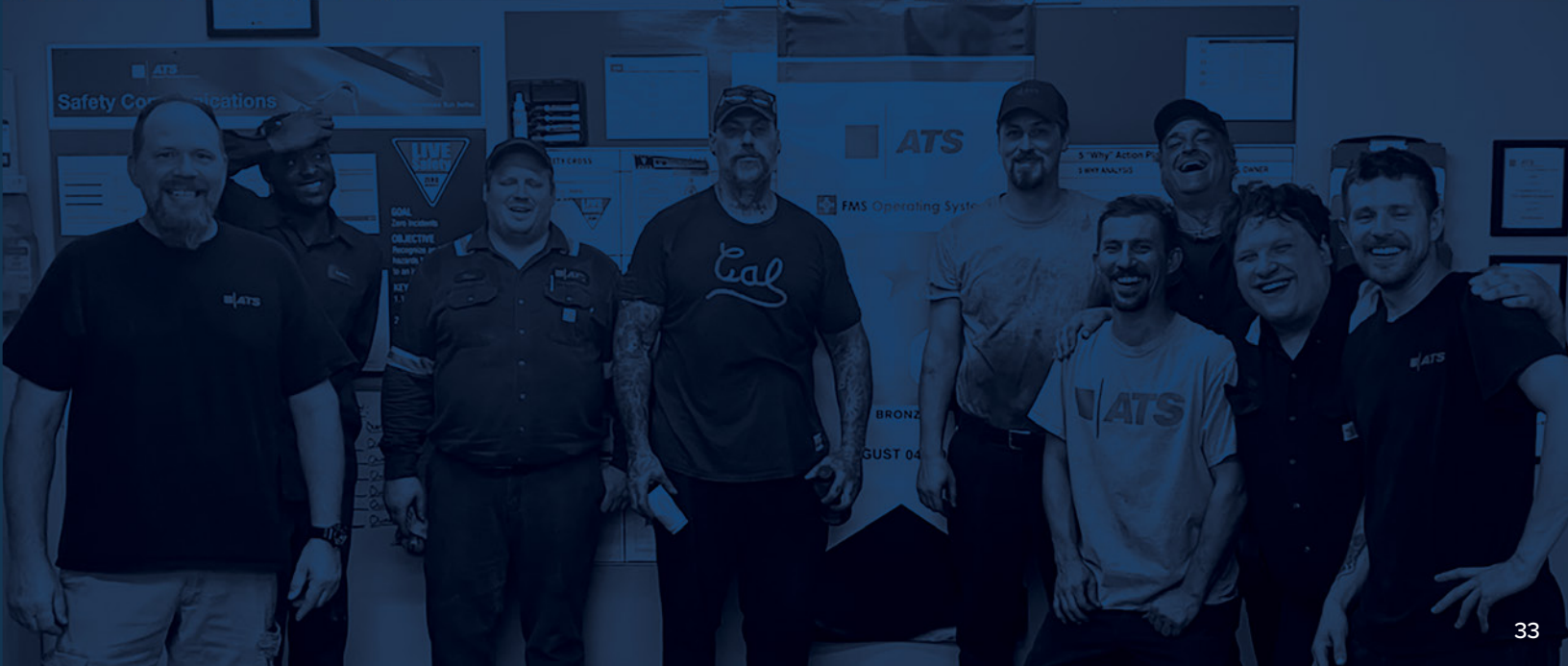
## ATS Leadership Development Model







# EMPLOYEE FOCUSED







# ENGAGE CUSTOMERS

**Our customers are our partners.  
Their success is our success.**

At ATS, when we talk about customers, it's easy to focus just on the great companies who we are proud to call our partners. It's important to remember though that we have internal customers as well. In fact, if you work at one of our corporate offices, all your work might be supporting internal teams.



**NO MATTER WHICH DEPARTMENT OR SITE YOU  
CALL “HOME,” EVERY EMPLOYEE PLAYS A PART IN  
CHAMPIONING THE SPIRIT OF PARTNERSHIP.**

We rely on each individual and department to understand how they contribute to the overall success of ATS and to approach issues with a win/win attitude.



# WHAT DOES ENGAGE CUSTOMERS MEAN?



It refers to the ongoing interactions with our customer throughout the lifecycle of our relationship, starting from the first contact by marketing and sales, through understanding their business, to delivering results every day.



Whether you are in a position that has direct contact with our customers or in a support function, each of us plays a vital role in making the customer's success our success.

There are many benefits to having a strong partnership. It creates a cohesive team environment – a place where people want to come to work and strive toward a common goal. Engaged customers are also more likely to recommend ATS to others, leading to increased revenue and growth.

**“ Each of us plays a vital role in making a customer's success our success! ”**



# HOW DO WE BUILD CUSTOMER ENGAGEMENT?

## #1 Know Your Customer.

- How long have they been in business?
- What products do they make?
- What kind of geographical footprint do they have?
- What is the size of the company?
- What kind of growth mode is the company in?
- Understand what is important to them.
- What is their mission and vision?
- What are their values?
- Understand their business with ATS.

## #2 Make Interactions Meaningful.

- Plant staff meetings (production meetings, GEMBA walks)
- Monthly metrics meetings with the Plant Management
- QBR (Quarterly Business Reviews) with our sales team
- A 1st shift Technician checking with a 3rd shift Operator to see how a machine ran overnight
- Hand-off of completed work
- Plant tours
- Site cook-outs for achievements of a goal

### For each of these interactions, remember to:

- Listen and understand.
- Address challenges head on.
- Make your message relevant to that individual.
- Be clear in your communication.
- Be prepared for formal meetings. If you don't know, say so, and give a date for when you will have the answer.



**Remember that feedback is a gift. Build on the positive and be open to the negative – it's an opportunity to fix the situation and build a stronger customer relationship.**

**ATS conducts a Voice of the Customer (VOC) survey twice a year to allow our customers to tell us what they think. Here are just a few of the comments we hear from our engaged customers.**

**"The team is always on top of tasks, proactively communicating, and extremely easy to work with."**

**"I am extremely pleased at the relationship our teams have developed and often have my team use ATS as a resource."**

**"I'm very impressed with the monthly metric reporting, results, and communication at the site. We are always notified when requests are complete."**

**"We continue to build our partnership and align to drive efficiencies in the plant."**

**"As a result of the current performance, we are already in the process of looking to expand to other factories."**

**"ATS understands our needs and what it is important for our success."**

The significance of the Engage Customers pillar cannot be overlooked. Without customers, ATS doesn't have a reason to exist. However, it's important to remember that there are levels of engagement. You could go to work in a customer facility, simply do your job, and leave at the end of the day. At ATS, we strive to build a different environment, one where there is a true partnership.

ATS employees feel valued and engaged in the customer's business. We strive toward common goals, work together to overcome obstacles, and celebrate each other's successes. This makes for a much more fulfilling experience and the customers see the benefits ATS brings to their business. Together, this helps ensure long-term profitability and growth for both companies.





# DRIVE RESULTS

Our commitment to making factories run better through excellent services and continuous improvement **drives prosperity for our company and families.**

**Results** – isn't that why companies are in business? When a company does not drive results and fuel growth, they do not remain in business for long. You cannot look at results in a vacuum; you must look at how those results were achieved and what they mean. Drive Results is the product of the other three pillars. We cannot achieve the results we need to sustain and grow our business without all of the pillars working together.

“ATS does a great job of understanding the customer's needs and that trickles down throughout the organization. 110% satisfied with their professional presence, attitude and delivery.”

- Leading Global Manufacturer

“I can't say enough good things about ATS. I'm in daily communications with their reliability team and they answer all my questions and provide suggestions that improve my operational efficiency.

- Leading CPG Manufacturer

“I would recommend ATS to any manufacturer that doesn't have a good, structured maintenance program. Their commitment to employee and workplace safety is aligned to ours through a well-defined scope.”

- Leading Global Manufacturer

# The Drive Results pillar creates a roadmap for how ATS approaches business.

## **OUR COMMITMENT:**

No matter your role, make a commitment to own it. Hold yourself accountable to contribute and deliver.

## **THROUGH EXCELLENT SERVICES:**

There are so many services that ATS offers that are not available from the competition. Reliability 360® puts the knowledge of over 1,000 maintenance technicians at your fingertips. Our state-of-the-art repair center gives a cost-effective option for repair vs. replacement on electrical and motorized parts. We provide our customers with an alternative to sourcing parts and other products at a lower cost. Surge Support brings in Maintenance Technicians for urgent, specialized, or contracted projects. The list could go on and on.

## **DRIVES PROSPERITY FOR OUR COMPANY AND FAMILIES:**

For many of us, the Drive Results pillar is as much a personal value as it is an organizational value. Think of how ATS contributes to not only you and your family, but also to our various communities and the non-profit organizations in those communities.

We strive to do more today for a better tomorrow by focusing on our communities, all over the world. It is truly great when our employees engage together in activities away from work that support the areas where we live.

## **TO MAKING FACTORIES RUN BETTER:**

Understand HOW we do this and speak up when you see things that can be improved. Share the wealth of your knowledge. Work together, across departments, with different locations and sites. The more we can leverage the strengths of others to work on solutions, the stronger we will become.

## **AND CONTINUOUS IMPROVEMENT:**

Whether we are working on customer cost savings or process improvement projects at a site, or our accounting team is finding methods for us to receive payments quicker, everything we do is focused on driving improved results.

**OUR COMMITMENT TO MAKING FACTORIES RUN BETTER THROUGH EXCELLENT SERVICES AND CONTINUOUS IMPROVEMENT**



# ATS CONTINUES TO DRIVE RESULTS BY RESPONDING TO CHANGES IN THE MARKET WITH OUR CUSTOMERS.



Think about how different the company looks today compared to 1985. Here are just some of the changes:

- Diversification of Customer Base
- Comprehensive Maintenance
- Technical Workforce Solution
- Surge Support
- Industrial Parts Services
- Calibration
- MRO Distribution
- Training and Development
- Operating System
- Reliability 360® Machine Health Monitoring



# WHAT DOES IT LOOK LIKE TO DRIVE RESULTS?



"ATS has the knowledge, processes, and recruiting experience to find top-level maintenance talent – something we can't do. ATS is the real deal. When a critical machine is down, ATS is there, no matter what time of day. This team is committed."

"Your response to any request is always first-class and it gives me great confidence knowing I can always rely on you to provide insight through data. This enables me to share this information to the wider business in pursuit of improving our approach and growing the business."

"When we began our relationship with ATS, our maintenance was entirely reactive. Today we have made great strides in becoming proactive. The ATS diagnostic tools are key building blocks for best-in-class maintenance."

"The ATS team quickly earned credibility and the trust of our operators and supervisors. They always act on behalf of the best interest of our company."

"Thank you for stepping up to the plate and taking ownership of the lubrication room. The improvements that you've made are greatly appreciated and demonstrate the pride that you have in your work."

"I want to recognize the great brainstorming event that you held. You led the event in such a way that all participants were included and that all ideas had a value. Your management style was the key contributor to the event's success."

You can see, driving results does not fall on a specific department, division, or section – it is an individual effort. Ultimately, each employee makes an impact on the profitability, reputation, and success of our business. Every time you interact

with someone, you have the opportunity to make a difference. That makes us all accountable for driving results, the attitude we bring to work, and how we approach each task. That is how at ATS, *We Make Factories Run Better.*

**By now, you've spent some time getting to know ATS. We have talked a lot about our values and beliefs, who we strive to be, and how we run our business. Our commitment is to be an organization with a constructive culture, one where employees feel they belong, where communication is open and transparent, and everyone works toward a common goal.**

**We have four cultural pillars: Live Safety, Value Employees, Engage Customers and Drive Results. Each of the pillars is woven into the others, creating the foundation on which our success is built.**



Our foundation is safety and personal well-being. We think it, feel it, and live it every day.



Our employees are what make our company great. We respect, trust, and honestly communicate with each other.



Our customers are our partners. Their success is our success.



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Every member is accountable to living the ATS Culture. In a truly constructive culture, all employees are invested in the success of the company. We understand how our actions contribute to that success and we go above and beyond to achieve our goals.

Throughout your career, you will be involved with multiple programs and initiatives that support the ATS Culture. This can be anything from Beyond Zero initiatives to serving as the "People Champion" for

your site's Operating System, to participating in focus groups, surveys, and more. There are so many opportunities for you to get involved and make a difference!

We've said it before – ATS is and always will be a people company. We are deeply grateful for our employees and their commitment to the ATS Culture. Think about the four pillars as you go about your day-to-day activities. Let them guide your actions.

**Thank you for being on the ATS team and for continually striving to make ATS a great company.**





# #ThisIsATS





*Thank you for letting us share the  
ATS Culture with you.*

### **Members of the ATS Culture Steering Team:**

Colin Adams	Jeanette Dixon	Devin Maas
Jayson Algas	Katie Ricker	Ellen Markey
Josh Boswell	Sue Gryson	Holly Mosack
Tom Brown	Mario Guzman	Rich Pillman
Nathan Bubello	Sylvia Hasinger	Fernando Robles Soto
Robin Chambers	Jim Hefti	Edmundo Sandoval
Adrian Contreras	Jeremy Inman	Scott Tredway
Chris DeBrew	Paul James	Rachael West
Matt Delinski	Jason Kreitz	Dennis Wright
	Luz Lopez	

If your experience is counter to the ATS Culture, please feel free to voice your concern anonymously through the EthicsPoint online reporting system, located on the ATS Intranet > Employee Tools page.