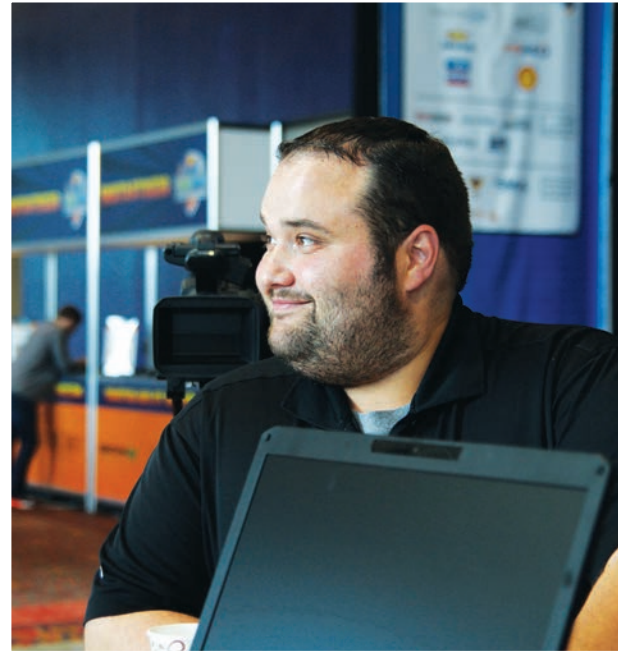




NORIA CultureBook






share
believe group hear
encouraged
genuine fun values
appreciate better positive
nurturing high desire
team passion
customers great help
mission
respectful lead
encourage w
b
opportunity
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We're pleased to release the very first edition of the Noria Culture Book. Why a culture book? It's simple. We believe Noria is a pretty special place, and as we grow, we'd like to keep the DNA that makes us what we are.

The pages in this book are filled with our team members' responses to a basic question: "What does the Noria culture mean to you?"

The information in this book displays how some team members have described their feelings about the Noria family. The feelings shared within these pages don't carry the effect of management policy or promises. They demonstrate the observations of team members and what the Noria family means to them.



strong commitment group value members
respect willing familyone
experiences care
excited like unique
shared
encouraging
together tools
respect
benefits
comfortable
well build

Mission Statement

We believe that lubrication excellence is a catalyst to remarkable machine reliability. We believe that industry has realized only a fraction of the opportunities that are achievable through lubrication-enabled reliability.

Our mission is to inspire change through education by providing tools, resources and expertise so the world can achieve the tremendous potential that lubrication excellence has to offer.

Q: What does the Noria culture mean to you?

Jason S.: If I had to describe the Noria culture in one word, it would be “family.” The Noria team truly is **one big, happy family**. The people are warm, friendly and always willing to help each other in any way they can. Everyone is treated with the utmost respect, even when facing pressing deadlines and hectic schedules. “Please” and “thank you” are a standard part of daily communication at Noria, and customers are treated with this same level of respect and courtesy.

I personally have never been a part of an organization where so much teamwork and collaboration occurs. It is amazing how employees are able to work together so seamlessly across departments without worrying about job descriptions and titles. New hires are immediately welcomed into the fold, and there are **no cliques** or special groupings of staff members that tend to exclude others.

Unlike other companies where you often encounter office politics along with the typical back-stabbing and back-biting to climb the corporate ladder, employee successes and promotions are celebrated without any jealousy or resentment at Noria. On the other hand, when misfortune or tragedy strikes, the Noria family rallies around its own to help and support the affected team member.

Management also shows genuine care and concern for the employees. This is demonstrated by the policies and decisions that are made. Other employers often try to keep secrets from their workers, which quickly leads to paranoia and distrust, but Noria management strives for transparency and willingly shares information with personnel, fostering a trust that can usually only be found among families.

At Noria, you also will not find managers and supervisors who resort to yelling, intimidation and fear tactics to drive results. Instead, **encouragement and praise** are used effectively to inspire and motivate staff members to do an even better job the next time.

Josh C.: As a newer member of the Noria team, paraphrasing the “Noria culture” could easily feel like being on the outside looking in. But it’s not. One of the most noticeable attributes of this team is its ability to make each new member feel like part of the team from day one. It sounds colloquial, but Noria is a family, with **people who truly care** about those they work with. That said, the other instantly recognizable trait that makes the Noria team stand out is the almost universal desire to perform at an exceptionally high level. Like a family, we expect a lot out of ourselves and each other, and are willing to help one another reach those lofty goals.

Jeremie E.: It is evident to me, even as a new hire myself, that Noria truly is a team environment. I have already celebrated with my teammates when closing a deal. The team remembers birthdays and champions the diversity of each sub cell, yet we all work together while enjoying ourselves, even if we give each other a hard time every now and then. I feel like I have been graciously invited into a great family.



Thomas K.: When I think of Noria culture, the first thing that comes to mind is teamwork. Team mentality is essential to growing a successful business, especially a small business, and it is not easy to develop and maintain. I've always been a believer that five strong minds and five strong backs unified on a problem or a project are the equivalent to 50 individuals. A resilient commitment to teamwork can move mountains. Without wearing the badge of our team on our sleeves, we won't inspire confidence in our customers and strike fear in the hearts of our competitors. **Together we are invincible.**

The second thing that comes to mind is overcoming adversity. We've been through a lot, including the great recession, where a lot of other companies did not survive. Making and living with tough decisions, personal sacrifices and relentless dedication during tough times ... and coming out of them stronger than ever before is inspiring.

We are tough and passionate. Let's face it, we are really a little company in this reliability world right now, but our reputation and fearless dedication as a team makes customers and competitors think we are giants. I love our will to win and never settle for second best. This shows in our commitment to development of our products and services ... and our people. I know I have grown in this environment, and I have watched our team grow immeasurably.

Cindy M.: Through the entire interview process to coming on board, the staff has shown me positive attitudes. After speaking with HR the first time on the phone, I told my husband that I wanted to work for Noria and become part of this culture. During my face-to-face interviews, everyone made me feel comfortable, not like I was being interrogated. The feeling I got was, "We are excited you would like to become a part of the Noria family."

The things that first caught my attention about Noria were the positive interaction between employees, from the top down. Managers mentor their employees whether the employee is new or has been here for some time. Everyone is valued and encouraged to be the best they can be. I have not experienced this in any of my previous companies.

I have been with Noria three months now, and **I look forward to coming to work every day.** Yes, you work hard, but there is a balance of life and work here that I have not found elsewhere. I am appreciated and am told so frequently. I have been encouraged to share my ideas. and to stretch myself into areas that may not feel comfortable. The person encouraging me knows as well as deep down I know this will make me a better employee, but more so, a better person.

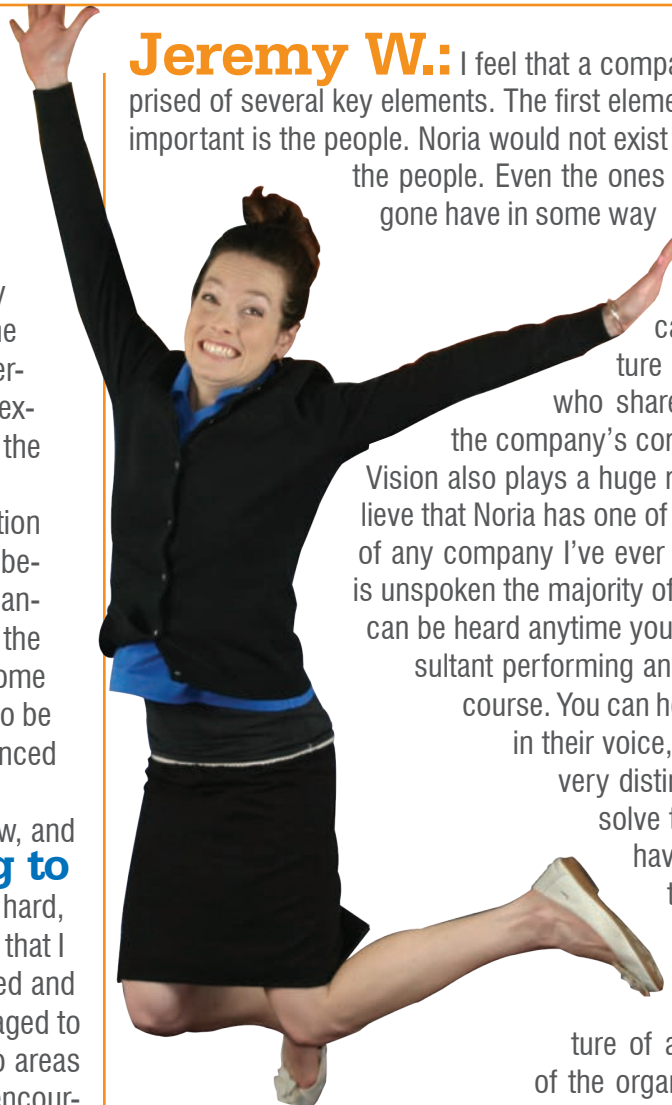
Thank you to my Noria family for being the people you are.

Jeremy W.: I feel that a company's culture is comprised of several key elements. The first element and also the most important is the people. Noria would not exist today if it weren't for the people. Even the ones who have come and gone have in some way shaped the company as it exists today. No company can build a great culture without great people who share (and often dictate) the company's core values.

Vision also plays a huge role in a culture. I believe that Noria has one of the strongest visions of any company I've ever worked for, even if it is unspoken the majority of the time. This vision can be heard anytime you see a technical consultant performing an LPD or instructing a course. You can hear the **passion** in their voice, and this gives you a very distinct feeling for the resolve that these individuals have to help their customers.

Values are also very important in determining the culture of a company. Because of the organic way that the values have grown at Noria, you can

be certain that they are very genuine. These three things are intertwined very closely, and I feel that they all revolve around one focal point, and that is the people. When asked, "What's so different about Noria's culture compared to other companies?" my reply is simply "the people."

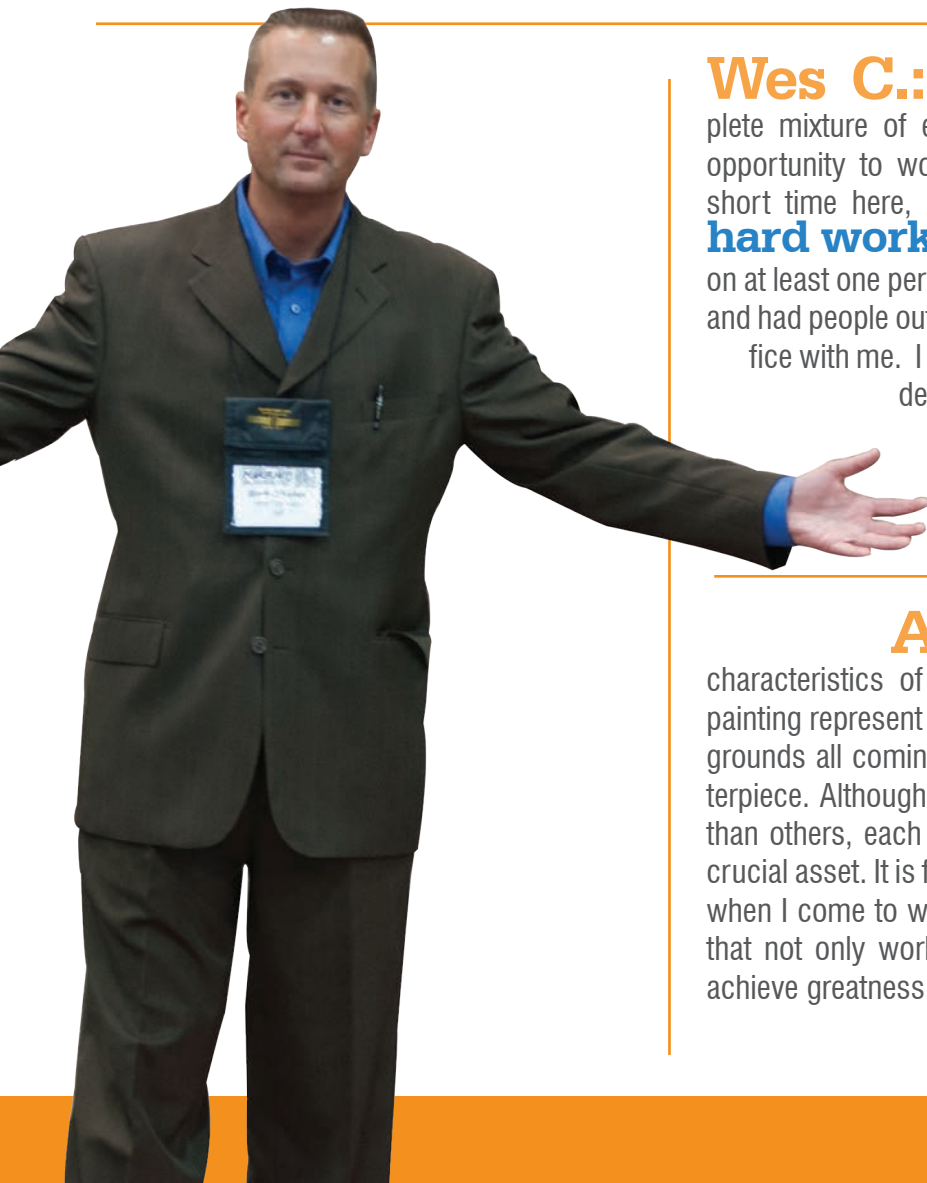


Q: What does the Noria culture mean to you?

Kevin G.: To me, working at Noria means **being valued**. I have never felt like a number or head-count inside a budget line item. The people here show me that what I do really matters to the rest of the company. Regardless of my title or position, being valued as an employee is what drives my desire to do my best work.

From my first day on the job, it was apparent to me that the team at Noria listens to input and thrives on a culture of ideas. **I am empowered** to be entrepreneurial with my department, to try different approaches and to take ownership/pride in what I do. I have the tools I need to do my best work and the authority to make prudent decisions without a large amount of corporate red tape.

I am encouraged daily by watching people around me at Noria. It's not uncommon to walk the halls and hear laughter or see employees making time for each other. At all levels throughout Noria, I love that employees regularly encourage each other and show simple kindnesses. That makes working here unique and makes me enjoy the time I invest here.



Wes C.: When I was first hired at Noria, I was a complete mixture of excited and terrified. How often do you get the opportunity to work for the world leader in any field? Within my short time here, I have found a few things to always hold true: **hard work is rewarded**, and you can always count on at least one person to help. I have had short deadlines on projects and had people outside my own department spend the night at the office with me. I believe that is what makes Noria a world leader, the dedication of the employees. Everyone in the office is dedicated to their position and to their jobs. It makes you want to do the best you can in all you do for the company.

Austin O.: I liken Noria culture to the characteristics of a finely crafted painting; the colors within the painting represent the numerous office roles, personalities and backgrounds all coming together within our organization to form a masterpiece. Although some of these colors may seem more prominent than others, each one serves a specific purpose and is therefore a crucial asset. It is for this reason that I am such a fan of our company; when I come to work, I truly feel that I'm **part of a team** that not only works together but actively supports one another to achieve greatness.

Rick J.: What a perfect place! Noria is a family, it's a team, and it's your friends who have your back no matter what. I remember when I first started here. I felt out of my element. The other companies I worked for treated you like a number, and there was nothing personal about it. Here at Noria, your opinion matters, and you're treated as such. They want to make sure that you're a part of every decision made, and it's a great feeling. We have great leaders at Noria, and it really shows. That is part of what makes us who we are, the LEADERS in our field. How awesome is that to be able to say? Personally, I enjoy everything Noria has given to me, taught me and allows me to be the very best I can possibly be while pushing me to excel each and every day. I have the ability to teach, write my own articles and help other companies excel in machine lubrication and better their plant and their bottom line. It's a great opportunity to be part of such a top-notch company. Thank you, Noria, for all the opportunities you have given me. I truly look forward to the future and making my contributions to help Noria continue to be leaders in all that we do.

Mike P.: There are two sources that feed into the culture at Noria: the organizational focus and employee contribution. One of the first things that caught my attention about Noria was the focus it has on building a great team and creating a **positive workplace environment**. This is done in a number of ways including promoting the collective cohesiveness of the organization and establishing policy and benefits that encourage a balanced work life. A quality work group at Noria is expanded by continued personal and professional development.

The individual employees contribute to the culture of Noria by bringing a variety of different backgrounds, experience and knowledge to the company. There is a sense of family and friendship at Noria. Our **camaraderie** and sense of humor is paired with an enthusiasm to perform well for the benefit of the whole. We know it takes teamwork and a desire for continual improvement to build a successful company, and Noria's culture leads the way to a place where people want to be a part of reaching these goals.

Jim F.: From my experience, Noria's culture is exceptional and also rare. It cannot be taken for granted. It's the product of enduring commitment and hard work. It's like a family that pulls together despite what comes. We're not perfect, but we don't stop trying. We make mistakes, but in failure we gain strength. Noria's culture runs deep. It is built from personal character and solid life values. There is also **real passion** and a shared mission for what we do. Here's an aphorism I love by Chuck Schnake that speaks to this culture:

"Live well. Do what's right. Work hard. Have fun. Be good to the people around you. The rest will take care of itself."
I'm very proud to be a part of this great team.



NORIA

Team Member Reflections

Q: What does the Noria culture mean to you?

Michael B.: Well, for me, coming in from many and varied work environments, it has been a **refreshing change** to be in a culture that is on one hand nurturing and friendly, and on the other challenging and exciting. It means a lot to me to enjoy the work I'm doing and to enjoy the people I'm working with.

From day one at Noria, I have felt welcomed and at home. The core values of Noria really say it all for me: teamwork, balance, humility, excellence and leadership. These are not just words that hang on a wall or that are in a handout that gets put in a drawer and forgotten about, but really a way of life for my work colleagues at Noria. We really are world leaders not just in lubrication but in the culture we surround ourselves with.

I feel proud and blessed to be part of the Noria team.



Dena S.: Noria has an open culture that encourages the sharing of ideas and opinions. One way Noria has developed this attitude is with our One Noria 15-minute meetings. These meetings encourage interactions across teams and with management. They are a constant reminder of our common goals and visions. As well as encouraging overall **unity**, the opportunity is created to support those in need, recognize and acknowledge outstanding achievements and accomplishments, and to show appreciation for those who have exceeded the level of performance required.

A strong faith in our leadership team has created high morale, team loyalty and a deep sense of pride. It is exciting to be a part of a team that makes each of us feel appreciated and an important contributing member of this great company.

Anonymous: One of the criteria in our performance evaluations is steering conflict away from people and toward issues. I really appreciate that Noria is not a culture of blaming but of finding resolution and creating processes. I am also thankful for the lack of posturing. Employees are respected for what they do and what knowledge they bring regardless of title, rank or pay. It is much easier to value the work I do and take ownership when I feel that I am heard and that my word has value.

Noria is fortunate to have executives who set a great example of professionalism and ethical practices. We take what we do very seriously and stay very passionate about our mission while still maintaining and encouraging **work-life balance** in employees. I truly believe that we are a team that encourages one another to reach our full potential.

Chris C.: Noria is a powerhouse of talent; we have some of the brightest, creative and talented individuals with whom I have had the pleasure to work. We have a passionate team, which makes it **exciting and fun** to come to work. I am excited and at times overwhelmed with the amount of new ideas that are generated each day. I love that my ideas are considered and impact our culture. My peers challenge me to be my best and continually grow. I am looking forward to what the future holds for us.

Soven P.: Coming from a company where there was a high employee turnover rate, a work environment consisting of one large cubicle farm that was in no way conducive to productivity, low wages, and employees putting forth only enough effort to be able to collect a paycheck and not get fired, believe me when I say it is an absolute blessing to be able to work at Noria. I have never seen as much **teamwork and camaraderie** in a work environment as I have at Noria. This company has the perfect blend of work-hard, play-hard people. Everyone is committed to their work, to supporting their peers and to the overall betterment of the company. Individuals are all willing to go the extra mile with no questions asked. Yet on top of all of the daily responsibilities, Noria employees never lose sight of the fact that it is important to have some fun every now and then as well. This culture serves as a constant reminder of why I chose to work at Noria and why I choose to stay at Noria.

Tim D.: The culture that makes Noria great is not a new culture but one that pervades history. In my role in the publishing group, I deal with vendors of all shapes and sizes, and the one thing they all have in common (or so they say) is their product is “the best” and there’s nothing else out there like it. I’ve literally heard this three times today during calls with our advertisers.

How do we answer such claims and how do we teach best practices with such overshadowing egos attempting to influence our opinions? We have to be honest and sincere at all times or risk losing the credibility we have struggled so long to gain.

When a well-respected philosopher by the name of Diogenes was approached by Alexander the Great, the boy-king asked if there was any wish he could grant the sage. “Step aside, you’re in my sunlight” was his answer. Only the most sincere answer will garner respect from our partners, vendors and advertisers.

Noria’s reputation relies on every employee holding to that highest standard because **together we succeed** or together we fail. Let’s always be honest with each other and with our clients, vendors, and the occasional emperor.

Julia B.: The Noria culture can be described in many ways. We all take our previous experiences from work and life and merge that with the experiences we have here. I think we all come to Noria with a strong work ethic and desire to produce a quality product, whether that is customer service, a conference, LPD services, the magazine or a Web app. A large aspect of the Noria culture is cooperation as well. We are able to all work together on our separate duties in a way that benefits the company as a whole because of the respect we all have for what each individual is doing. No one aspect of what Noria does seems to be more important than another, which is very important for the company to remain balanced. No matter if you are in sales or marketing or going into the field as a technical consultant, every job is seen as a crucial part of the whole. I believe that fosters a sense of **camaraderie** here at Noria.



NORIA

Team Member Reflections

Q: What does the Noria culture mean to you?

Judy S.: I think our culture is special and unique – just like the services that we offer – for the following reasons. Noria has a relaxed atmosphere. I think that Noria has a pleasant and safe culture. We are small and close-knit. I like the “family type” atmosphere. I believe we have an overall good team spirit. I believe that management truly values the employees and demonstrates that with generous benefits, competitive pay and a genuine concern for each individual. Management at Noria operates with an open-door policy. I appreciate that Noria is very family – oriented. Even though Noria is not rigid with rules and regulations, we have a very productive work ethic overall. From the top to the bottom, I believe Noria’s culture represents professional integrity and excellence coupled with **a warm, personal feel.**

Darla B.: When I think of Noria’s culture, I think of a piece of machinery working together in sync. Some parts of the machinery are seen, and some are hidden. The parts come in all shapes and sizes, and they all have different functions, but they are all important to the success of the machinery. Our strength lies in our **unity of purpose** and in our diversity of function.

Anonymous: The company culture of Noria is certainly one of uniqueness. The culture is to be of one mind, of one organization and of one goal...to deliver outstanding service. There is a saying that a house divided cannot stand. Well, if that is so, then a house of one will stand and stand strong indeed. I have been part of a house divided, an organization that was more than one. It was a challenge and very exhausting to work in that type of environment. As a member of a “one” environment, people look out for each other. It isn’t just about the job; it is about the person and their total being. If given the choice, I will definitely choose a **culture of one.**

Brett O.: Noria Corporation is an amazingly successful company because of its fantastic team. We work hard, but we also make sure to balance it with fun. Most importantly, the work we are doing is making a difference. At the end of the day, it’s **work you can truly feel good about.** And because Noria is a great company, we’re blowing away the competition!

Noria is a fast-paced and growing company with many opportunities to be recognized for your hard work and achievements. The culture is entrepreneurial and promotes integrity – a great place to be for smart and driven professionals!

It’s refreshing to work in an environment where team members are listened to and trusted to make decisions to change the business for the better. Management is transparent, sharing goals, objectives and obstacles. The environment is motivating and fun. Team members take pride in their work and collaborate together.

Love the company, love the work, love the people. It is an exciting time indeed! Spread the word!



Beckie T.: It is a pleasure to work at a place like Noria where we have clear, defined values that we live daily. The Noria family shares the core values, and all employees possess the willingness and ability to embrace those values. Here at Noria, employees are part of a team, regardless of title and position. This is a company where **ideas and opinions are valued** and encouraged. I especially appreciate the opportunities and support to advance my personal career goals, whether it is through training or certification. I am grateful for the encouragement from the leaders at Noria to develop my own voice within the company, which in turn has helped me grow in other aspects of my life.

Seth S.: I think that it's nice to be a part of a culture where everyone here treats you like family. Being in the unique position of having a special-needs child, I look at the world sometimes in a different way than most people. I can honestly say that out of every company I have ever worked for, I have never been a part of a more **family-oriented atmosphere** than here at Noria. Everyone wants to know how my son is doing, and when he is here, he is showered with gifts and affection. To me, that means everything, as family means everything to me. Being part of a company that treats its employees great like Noria does really makes you want to strive to do your best and help others when the opportunity arises.

Ryan K.: I love the open work environment at Noria. It allows us to have very collaborative work flow. People at Noria take pride in the work that they do, which in turn makes better products. Noria also has really good employees, which makes going to work every day an **enjoyable** experience. I love the effort that Noria went through to make our work environment meet our creative wants and needs.

Bennett F.: Noria is more than just a company. We don't come to work every day simply wondering about how we're going to spend our evenings and weekends. **We like being here.** We care about each other in a similar way we care about our friends and family. Our culture is built on our desire to work in a happy place with caring people, and that translates directly into our ability to produce quality service to our customers. It's the best of both worlds – a great family of people to be with every day while doing something we love and believe in. I truly feel blessed to have an opportunity to be part of the Noria family.

Patrick C.: Noria has the structure of a big corporation, but it does not make you feel as if you are just a number. It has the feel of a small business, where you know people by their first and last name, and a little bit about them, which makes you work a bit harder. Also, like a small business, you are able to see the results of your contributions, but unlike a big one, it does not feel like a lion's den, where everyone is fighting for recognition. This makes for a **great environment to work in.**

Tom D.: Internally and individually, we strive to provide an environment of individual responsibility and success regardless of position or stature. We value the individual highly and invest in our employees, providing processes and opportunities for individual success.

Corporately, we ensure alignment of ourselves and our actions with our vision, values and mission success, putting these above any individual or departmental success and providing the individual with corporate **purpose-driven achievement.**

Within our industry/community, we collectively strive to increase knowledge and awareness of our core beliefs, not only impacting our customers' bottom line but also improving their environmental footprint and their quality of life.



Q: What does the Noria culture mean to you?

Loren G.: To me, the **Noria culture means family**. We may be a bit dysfunctional at times, but we are family and exhibit the best traits of a family. From my first day here, I have felt at home. It honestly felt like I had been here for years. The job that the management team does in selecting personalities and skill sets really sets Noria apart.

I retired from the Navy and have worked at a few places. I had pretty much given up hope that I would find the same esprit de corps that I enjoyed in the Navy. The brotherhood, fraternity or whichever terms are used to describe the feeling, the best I can come up with is quite simply family. When one of us is down, there are no end to the words of encouragement or the pats on the back to help lift up that person. In the Navy, we referred to that as “rallying around a shipmate,” and that is what happens here.

On the other side of that, the people here are comfortable enough to offer subtle correction to one another. If someone steps out of line, the co-workers can and most times do catch the infraction and provide the necessary course correction to keep the issue from becoming serious enough to involve management. What is really amazing about this is that this constructive criticism is received without the normal bruised egos. Jim and the management team are to be commended for taking the time to ensure that not only are prospective employee skills a match for the company, but that their personalities mesh as well!

Ally K.: The **morals, integrity, loyalty** and great leadership are what make Noria’s culture so special. Everyone has a voice and is treated as an equal and important member of the team. It is truly a family atmosphere where everyone cares about each other’s happiness and well-being. They encourage us to apply our knowledge and skill sets to the best of our abilities, and are advocates as we strive as a team and individuals to develop new expertise and reach higher goals. Most importantly, Noria recognizes the value of having well-rounded employees. The culture provides us the support and flexibility needed to maintain a healthy work-life and home-life balance.

Mike R.: We believe that coming to work should be an enjoyable experience – one that you look forward to, where you are respected and encouraged in a positive environment, and where you are part of a close-knit team that treats each member as they would want to be treated. A company where you can effectively collaborate with anyone in the company, regardless of title, is important to us. We like working with like-minded professionals who are passionate about the mission and excited about **making a real difference**. This is the culture we desire and are very intentional about building at Noria.



Coral R.: Noria's culture is not typical of the average company because Noria is not an average company.

Noria is the world's leading training and consulting organization dealing with industrial lubrication and oil analysis. That is what we do, but our culture is what really defines who we are.

At Noria, **our culture is teamwork**. We are teams of people who use our knowledge, expertise and skills to bring customer service to a whole new level:

- Some of us visit customer locations to determine what should be changed so their plants can operate more effectively – we are efficiency experts.
- Some of us hold seminars in cities across the country to train people interested in properly running company equipment – we are teachers.
- Some of us help customers determine why their oil is consistently contaminated and what to do about it – we are analysts.
- Some of us help our customers become more proactive instead of reactive – we are salesmen.
- Some of us organize our teams to get the job done – we are travel/time managers.
- Some of us coordinate the talents of our people to get our customers where they need to be – we are resources.

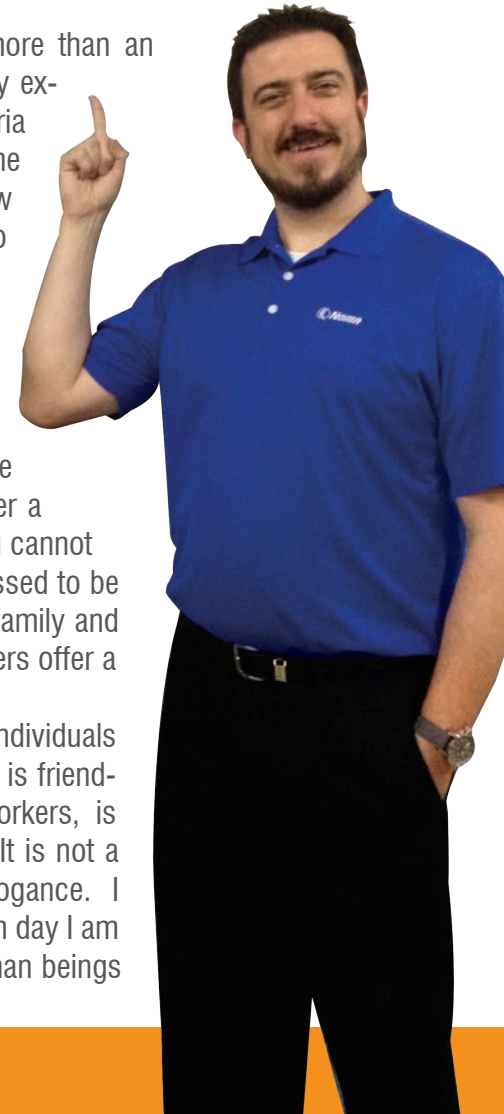
All of this teamwork creates in us a desire to achieve “excellence through training.”

Kevin L.: Noria has a unique culture compared to other companies. We have a work – hard mentality that fosters teamwork and creativity amongst all employees within our organization. We all hold ourselves accountable to contribute to the overall success of Noria, and each person knows that the successes we achieve by the end of the year are a direct result of an entire company **working together** to achieve those goals.

Chad L.: Noria is more than a workplace, more than a business, more than an employer. Noria is a family. The leadership here leads by example and consistently exemplifies qualities of humility, excellence, teamwork and life/work balance. Noria is truly a special place. I look forward to coming into work every day, seeing all the **smiling faces** and working with talented co-workers in creating great new things for our customers. It is a privilege to be part of this great organization and to collaborate on the great projects and new challenges that we are undertaking.

Although I've not been here very long, it feels like I've known many of these people for years. The reason is that Noria is really an extended family. As a culture, we are family-oriented and very dedicated to our personal families. This attitude and approach to life filters into our work environment, creating a place where the leaders value the people along with the quality of the work being produced. Because of the **love and support here**, I was recently able to visit my dying father a few states away during his final hours and get some of the closure that I needed. You cannot place a value on what this means, but you know in your heart that you are truly blessed to be in a place that cares so much for its people. I consider the people here at Noria as family and would do anything for them, and they would do anything for me. How many employers offer a work environment like this? It's very unique.

Noria is built on the strength of great people, great vision and a culture where individuals share similar values and characteristics. A Noria employee has a strong work ethic, is friendly and considerate, demonstrates excellence, cares about customers and co-workers, is **willing to help** at any time, listens well, and values the ideal of TEAM. It is not a place that meshes well with know-it-alls, gossip, foul language, disrespect and arrogance. I am blessed to be part of a great organization that is getting better all of the time. Each day I am thankful that I can grow, create and collaborate with some of the most amazing human beings I've ever known.



Q: What does the Noria culture mean to you?

Alejandro M.: Comparing Noria with other companies where I have worked, I can say the following:

- I feel more “at home.” There is a gentle, fresh, **respectful** relationship with everybody.
- The environment promotes positive feedback and not work that has to be done under negative pressure.
- There are opportunities to perform work with a personal touch and in a way we feel happier to do it.
- There is easy access to all areas and managers in the company.

Gina G.: Culture is made up of the values, visions, beliefs, assumptions, attitudes and behaviors shared by a group of people. Corporate culture, simply stated, is the way employees interact with one another and go about their work. Noria realizes and appreciates that each employee brings unique life experiences to the organization – the very notion that each of us brings something valuable to the table.

Sometimes we have a hard time describing culture. It’s much easier to describe what we DON’T like...we sure know it when we see it or experience it. But the very foundation of a positive culture is one that is nurturing, democratic and progressive.

For Noria, this begins at the top. Our executive team and leaders provide **clear vision and objectives**, while also offering guidance and support when needed. There is a healthy sense of belonging in this company – leaders and employees feel they are respected, valued and empowered to make smart decisions. Positive reinforcement for a job well done (or well begun) is evident, and we’re encouraged to seek applicable training in our respective roles.

We spend a lot of hours every day with our co-workers, and it’s vital that those hours are positive, healthy and productive. I have personally witnessed respectful relationships among peers and supportive, honest guidance from leaders when we stray from that path. When you couple this with a sense of **fairness and fun**, Noria stands apart from the crowd – carving its niche as a reputable leading employer.

As fortunate members of the Noria family, each of us has a vested interest to serve as employee brand ambassadors – both in nurturing our existing employees and also seeking new talent. Acquisition is a good thing, but development and retention is a greater thing. Look around you – it’s fair to surmise that retention is a critical asset to Noria. Our CEO, COO and CFO have been here since day one. Moreover, our VPs have led this company for more than a decade, and we have many director-level leaders who have achieved or surpassed the 10-year mark. In a small company, this is unheard of! But we value and appreciate being a smaller, tight-knit corporation. It keeps us grounded and accountable.

We work closely together to build processes that will sustain us. We work through conflict resolutions directly and in a timely fashion. We share struggles and achievements – each person counts. As I sit back and reflect on Noria Corporation, I find myself humbled to work with such an extraordinary group of **talented people** who are respectful and eager to move this great business forward with a combined, shared vision of hope. Our culture, in essence, has been cultivated properly with resoundingly positive results.

Jasson B.: This may sound cliché, and I am sure that several people have said the same thing, but Noria means **team** and **family** to me.

Noria is a TEAM. Noria cares about each and every employee. The feeling I have when I come to work is really something special. For a long time I have wanted to work for a company where everyone was trying to achieve the same goal. I feel that everyone is genuinely happy when someone hits a goal or closes a big deal that they have been working on for a really long time.

So often you see division within a company. Things like how this group doesn't like that group or one department thinks another department is just a waste of money. If the company doesn't get a bonus then that group didn't pull their weight. If management changes something within the company good or bad, then everyone has an opinion about it. I don't see that with Noria.

I worked for a company that every time someone got a sale, team members would talk about how that person must have stolen the lead or how the sale was given to them. It was really sad that when something good happened you couldn't celebrate the victory with the rest of the company because it was viewed as bragging or boasting. When someone achieves a success, the team should be happy for that person. At Noria, I have heard "good job" from so many people for so many different reasons. It may not be a big deal to everyone, but to the person who did a good job, it means a lot.

Noria is a FAMILY. Noria as a company seems to enjoy everyone's family. When Noria celebrates a holiday, everyone's family is invited. I love knowing about my co-workers families. It is so cool when people bring their kids to work and take them around to say hello. When a co-worker has a family member who is sick or in the hospital, I am concerned. I want to know that the people I work with are doing well. So often companies don't want you to have a personal life or don't care.

I can remember a conversation that I was having with a coworker back when I first started with Noria. I was describing the dog (a chocolate lab) I was getting my daughter for Christmas. Jim Fitch, the president of the company, heard the conversation and said that I should bring my dog by the office so that he could see it. That would have never happened with other companies that I have worked for.

I am so proud to talk with my family and friends about what I do for a living and the company I work for. Not too many people know about Noria, but that is OK because I love to talk about the team and my second family.

If you are new to the company, **welcome** to the **family**. I hope you love it as much as I do. Noria's future is bright, and this **team** is like a well-oiled machine.



