

CBC Roots

A GUIDE FOR GROWING DEEPLY



CALIFORNIA
BANK OF COMMERCE

CBC Roots

CBC Roots will guide us as we pursue our vision of helping our clients be thriving, dynamic companies who embrace the future with confidence. As we grow deeply with our clients in an ever-changing, increasingly complex marketplace, this guide will help keep us rooted.

(root), verb (used with object),

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We will be fiercely competitive in growing California Bank of Commerce and increasing profits so that we have the ability to give back to our shareholders, to our employees, and the community. It's the way we do business that often defines us in the eyes of our clients, employees, and the public at large. The way we do business is a reflection of our company culture and company values.

Mindset

A properly rooted culture at California Bank of Commerce requires us to believe that:

We will embrace:

- Mistakes are necessary for growth
- Take responsibility
- Talking to each other
- Coaching to strengthen our collective teams
- We are CBC

And stay away from:

- Mistakes are punishable
- Do not abdicate responsibility
- Talk around each other
- Coaching as a way to “get you on my team”
- Department vs. department

California Bank of Commerce is committed to helping our clients thrive and be dynamic companies by providing best in class service and solutions. That's what *we do*.

Success

This guide describes the importance we place on our shared set of values as employees of California Bank of Commerce. This guide also shows how our Performance Planning & Development behaviors provide a means of assessing how well each of us lives CBC values.

Values

Values are the core beliefs that guide our approach and actions at work. They are a fundamental part of CBC's culture. Values differ from operating practices, business strategies, and tactics because they focus on the motivation behind our behavior. Rather than being an end in themselves, values support how we achieve our goals.

So why have values?

Without shared values, organizations tend to use detailed rules and procedures to govern. If we do that, we become slow, overly bureaucratic, and we stifle creativity. Shared values enable us to be agile in responding to rapidly changing market conditions. We have an obligation to offer our clients the most attractive financial products and services, and to be mindful of our role as a corporate citizen committed to serving a broader public interest.

CBC's Values:

Respect for people

- Demonstrates a positive mindset promoting respect and professionalism.

Client focus

- Is dedicated to understanding and serving the needs of external clients and internal associates.

Action oriented

- Accomplishes objectives with ideas and actions with an appropriate level of planning.

Accountability

- Follows through on all commitments and objectives.

Collaboration

- Leverages the talents and input of associates within the work team.

Respect for people

How we treat each other, our clients, and people we do business with helps shape our corporate reputation. Living our “Respect for people” value will make CBC a Best Place to Work.

Behaviors include:

- Value diversity in styles, skills, and perspectives; value performance and wisdom over position.
- Take responsibility for using time wisely and respecting the work schedules of others.
- Be responsible members of the community.
- Ask for forgiveness, and forgive.

Client focus

Make clients the starting point for everything we do. Understanding what they want and expect from us will enable us to earn their loyalty.

Behaviors include:

- Listen and anticipate needs.
- Be easy to do business with.
- Align our efforts with what clients need.
- Deliver on our commitments.

Action oriented

Each time we approach an opportunity we should ask ourselves, what is the best action to take on behalf of California Bank of Commerce?

Behaviors include:

- Set aggressive and feasible deadlines to get decisions made and complete the work.
- Be creative to solve problems.
- Take informed risks to pursue profitable revenue growth.
- Correct mistakes early, learn from them, and press on to the goal.

Accountability

Our reputation and credibility are two invaluable assets. We must always have the highest standards of behavior, and be fully accountable for our actions and results.

Behaviors include:

- Be honest and truthful; act with integrity.
- Demonstrate unquestionable ethical standards.
- Accept responsibility for mistakes as well as successes.
- Follow through on ownership of responsibilities, demonstrating a high energy level.

Collaboration

We must actively pursue a rich variety of perspectives to be successful. We want to create an environment where people are encouraged to step up to important responsibilities and work effectively with others to achieve our goals.

Behaviors include:

- Display a “We’re all in this together” mindset.
- Collaborate on common projects (and collaborate doesn’t mean consensus.)
- Get needed input and proactively share information across the organization (Communicate!)
- Foster teamwork among others in the work group.



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