



THE GUIDEBOOK

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PART 1:
WELCOME TO JONES

YOUR FIRST DAY

So, you've gone through the interview process, submitted the paperwork, and you're finally here at Jones. Congratulations and welcome! Jones has a unique way of doing things that will hopefully make this the greatest professional experience of your life. This book was written by people who have been where you are now and who want to make your first few months here as easy as possible. Let's get started.



HOW TO USE THIS BOOK

This is about getting you up to speed on what it means to be 'One of Jones' – who we are as a company, how we got here, where we're going, and your place in all of it.

This is not a rule book. It's a guide to help you get your bearings at Jones and learn what makes us tick. Most importantly, we hope that this guidebook helps you quickly feel like 'One of Jones'.

PURPOSE STATEMENT

Our purpose at Jones is to enhance the lives of the employees, customers, vendors, and communities we serve.

BRAND ESSENCE

Jones began as a family business with a simple mission: to help communities, provide jobs and enhance lives. More than 70 years later, Jones continues that mission to create enduring, sustainable partnerships through living by and being accountable to, our Core Values.

MISSION

Invest in middle market businesses that share our common values and vision for long-term sustainable growth that will benefit all statekholders.

CORE VALUES

Every decision that we make at Jones stems from our original Core Values. Adopted in 2013, our Core Values unite us as a company, guide us through challenges, and inform our successes. Two of the key contributors to choosing our Core Values were actually Jonathan Jones and his dad, Brett Jones! You'll learn more about them later.



INTEGRITY:

We do the right thing.



PASSION:

We are committed to getting the job done.



UNITY:

Our team is a family.



SUSTAINABILITY:

We plan to be here for generations to come.



HUMILITY:

We believe in something greater than ourselves.

Take a minute and think about which Core Value resonates most with you and why. To Commemorate this occasion, go ahead and write your answer here:

WHAT IS JONES CAPITAL,

what are the portfolio companies,
and how do we work together?

Jones Capital is a group of entrepreneurs and investors working with a diverse group of middle market businesses. Currently, Jones Capital actively manages 10 companies. These companies are listed to your right, and you can learn more about each company by visiting their website. Additionally, Jones Capital has a minority ownership interest in many other companies, but we don't actively manage them. You can view all of the companies under Jones Capital by visiting Jones.com.

Our portfolio companies each maintain their own distinct personalities and cultures, but they wouldn't be an affiliate of Jones Capital if they didn't share the same underlying purpose and values.



CODARAY.COM



FVRECYCLING.COM



JOLO.COM



TRUSOLUTIONS.COM



JONESLUMBERCO.COM



FOUNDATIONAI.COM



ROCKPORTTERMINALS.COM



PORTABULL.COM



BIGBLACKRIVER.COM



JONESPOWER.COM

GET TO KNOW JONES

WHAT IS THE DRESS CODE?

Our employees in field positions typically have specific attire determined by safety and job functions. For those working in an office environment, we don't have a strict dress code policy. We simply ask that our employees dress smart for their day. Important meetings? Business casual. In the weeds of emails and documents? Go ahead and wear those jeans. *All rules go out the window for casual Friday.

WHY DO WE BACK INTO OUR PARKING SPOTS?

This is a tradition passed down through generations of employees. There are different legends and explanations for why we do this. Here are a couple of the most popular...

Employees who work in the field have to back into their parking spots for safety reasons. Even though

we are in an office environment, we back into our parking spots to respect our employees working in the field.

Decisions that you make in the morning can set the tone for the rest of your day. Backing into your parking spot sets the tone for a safe and productive day, kind of like making your bed in the morning.

WHAT DOES IT MEAN TO BE “ONE OF JONES”?

It means you are a part of the best group of employees on the planet! Whether you work for a portfolio company or our corporate office, One of Jones is the network of amazing people that make Jones an awesome place to work. It's also pretty cool that the word “one” is actually in **JONES**! Mind. Blown.

AT *Jones* WE

WORK HARD &
PLAY NICE

LOGO EVOLUTION

The first Jones logo!
This logo was primarily
seen on the side of
trucks transporting
lumber and marks the
official launch of the
Jones Red.

1949

JONES LUMBER
CO. INC.

Jones
BROTHERS
TRUCKING

1990

The first logo iteration
with "Jones" in the red
script. This script will
remain for another four
decades!

Jones
COMPANIES

2012

"Companies" is added
under the Jones logo
as we start to go by
Jones Companies
more.

Jones

2015

Companies is gone!
The black shading is
trimmed down, and the
shade of red becomes
brighter.

Sketches showing the
old logo versus the
current! The spurs
were removed for a
cleaner look.



2019

Jones

CURRENT

Our logo today! Two
characteristics of
our logo that have
remained through the
years are the red script
and capital "E". Seen
in brands such as
Disney, Coca-Cola and
Johnson and Johnson.

JONES HISTORY TIMELINE

Oh good, you're back – just in time! To understand who we are today, it helps to see where we came from. Our humble beginnings reveal the DNA that would provide the strength and vision to help us compete and win. We trace our roots back to a small, family-owned hardwood sawmill in rural southwest Mississippi. Over three generations, we have steadily grown, turning opportunities into businesses, and businesses into industry leaders.



1976
Brett Jones, Lloyd Jones' son, creates **Dixie Mat and Hardwood**, the predecessor to **Yak Access**.



Jonathan, 6 years old, sits at his grandfathers desk.



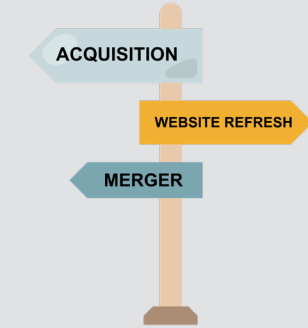
2018
Yak Access is sold to Platinum Equity.

Jones Capital is formed to formalize the investment activities of Jones.

2022-2023
Jones Capital completes the acquisition of **Foundation AI**. **SPOT Tracker** and **TruQC** merge to become **TRU Solutions**.

Jones Capital and Jones Logistics complete the acquisition of **Nationwide Express**.

We break ground on the **Jones Headquarters** in Midtown Hattiesburg!



Stay Tuned! Things are always changing at Jones.

1949
Lloyd Jones started **Jones Lumber Company** as a one-site hardwood sawmill in Sandy Hook, MS.



LLOYD JONES BRETT JONES JONATHAN JONES

1999-2016
Jones Logistics, FV Recycling, PortaBull Storage, Jones Pipeline Services (later to become **Jones Power**), **PortaBull Fuel**, and **SPOT** (later to become **TRU Solutions**) are added to the Jones portfolio.

PWI Supply is sold after a successful 6 year hold.

Dixie Mat and Beasley Forest Products formed a joint venture and became **Yak Access**.

2018-2020
Codaray Construction, Big Black River, and Rockport Terminals are added to the Jones Portfolio.

Jones Capital and Jones Logistics acquire **Volume Freight**.

TODAY
You started working here!



PART 2:

SETTLING IN

OFFICE DYNAMIC

At Jones, we know how quickly a work day can go from exciting to monotonous. That's why we encourage our employees to change things up whenever you feel the need for a small break or a change of scenery. Don't be afraid to leave your desk, take a step outside, or go grab a coffee. Small changes in your work day have been proven to boost both mood and productivity

When it comes to co-workers, you can expect an open door policy. If the office door is open, come on in! If the office door is closed, that means they are in a meeting or need some privacy for an important project.

WALKIE-TALKIES:

Skip the conference room and schedule a meeting while you walk! Those exercise endorphins could be the secret ingredient to your next brilliant idea.

HEALTH AND WELLNESS

We value sustainability, and that includes keeping our employees healthy. Jones encourages involvement in programs that promote physical activity and healthy living. Ask your manager how you can take advantage of our partnerships with local fitness facilities! Because we care, we always try to include healthy options during working lunches. (*Some lunches are easier to do this than others. Looking at you pizza day!*) That's also why you won't find many sodas in the office – instead, water and ice machines are always available. (Sonic move over, Jones has crushed ice, too!)

In fact, now would be the perfect time to take a small break from reading this Guidebook to go fill up your water bottle.

STAND AND WORK:

Many of our desks at Jones have the ability to be raised or lowered so you have the option to work while you sit or work while you stand! Standing at your desk has been proven to improve posture, reduce back pain, increase energy, boost mood and focus, and burn calories! A standing desk sounds like just what the doctor ordered.



HOW TO CASUAL FRIDAY THE *Jones* WAY

LIFE AT JONES

HUDDLES

A Huddle at Jones is a short, frequently occurring meeting (often happens weekly) to discuss tactical issues and provide updates on goals and projects. Huddles are used to save time, reduce hassle, and make it easier for the team to accomplish its goal. (The Huddle concept was actually borrowed from one of our Jones endorsed books, *9 Minutes on Monday!*)

At Jones, we try to host a company-wide Huddle every quarter. Smaller huddles happen on a weekly or monthly basis. A few famous huddles happening around Jones include the Presidents Call, Marketing Reps Meeting, Toolbox Talks, and the HR Liaison Huddle!

#JONESSERVES

In December 2014, a destructive EF4 tornado caused massive damage in Columbia, MS. This event prompted our employees to take action and support the people in need, giving rise to Jones Serves. Comprised of representatives from our portfolio companies, Jones Serves is driven by a dedication to community service. Its mission is to unite and serve communities, addressing immediate needs while fostering sustainable futures for employees and customers. One notable way we support our mission is through our totally rad mobile kitchen!



GOOD TO GREAT STRATEGIES WE'VE ADOPTED

At Jones, there are several books that you'll hear referenced almost every day. The most important one of those books is *Good to Great* by Jim Collins, the go-to text for how to transform a good company into a great company. We have adopted several strategies from these books that you'll become familiar with. Get a jump start on learning them today!

FIRST WHO...THEN WHAT

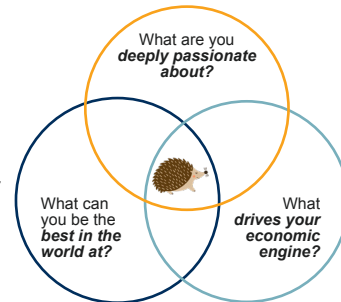
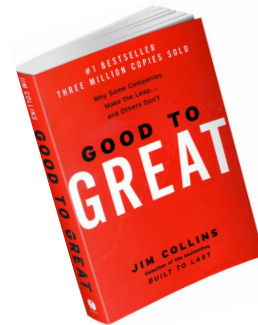
The right people are your most important asset. Before good to great leaders start creating a new vision and strategy, they must first get the right people on the bus, the wrong people off the bus, and the right people in the right seats. Then they decide where to drive the bus.

CONFRONT THE BRUTAL FACTS

Yet Never Lose Faith – You must maintain unwavering faith that you can and will prevail in the end, regardless of the difficulties, and at the same time have the discipline to confront the most brutal facts of your current reality.

THE HEDGEHOG CONCEPT

Simplicity within the Three Circles – You've created and managed a core business for years or even decades, but now ask yourself – are you truly the best in the world? If you can't be the best in the world at your core business, then your core business cannot form the basis of a great company. Your core business must then be replaced with a simple concept that reflects deep understanding of what you truly are great at.



RECOMMENDED BOOKS

- ☐ **Good to Great**
Jim Collins
- ☐ **Rockefeller Habits**
Verne Harnish
- ☐ **5 Dysfunctions of a Team**
Patrick Lencioni
- ☐ **Built to Last**
Jim Collins
- ☐ **Shut up and Listen**
Tilman Fertitta
- ☐ **9 Minutes on Monday**
James Robbins
- ☐ **Topgrading**
Bradford D. Smart
- ☐ **The 7 Habits of Highly Effective People**
Stephen Covey



TIP! You can borrow most of these books from your manager!

A CULTURE OF DISCIPLINE

All companies have a culture, some companies have discipline, but few companies have a culture of discipline. When you combine the culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great performance.

TECHNOLOGY ACCELERATORS

Good to great companies think differently about the role of technology. They never use technology as the primary means for a transformation, but they are pioneers in the use of carefully selected technologies as success multipliers.

THE FLYWHEEL AND THE DOOM LOOP

No matter how dramatic the end result, the good to great transformation never happens in one fell swoop. There is no

single defining action, no grand program, no one killer innovation, no solitary lucky break, no miracle moment. Rather, the process looks like relentlessly pushing a giant heavy flywheel in one direction, turn upon turn, building momentum until the point of breakthrough.

FROM GOOD TO GREAT TO BUILT TO LAST

Good to Great is about how to turn a good organization into one that produces sustained great results. Built to Last is about how you take a company with great results and turn it into an enduring great company of iconic stature. Shifting from Good to Great to Built to Last requires core values and a purpose beyond just making money, along with the key dynamic of preserving core concepts while stimulating progress.

PART 3:

AT BAT

HITTING A SINGLE

At Jones, we strive to hit a ‘single’ every day. Our company appears to have grown rapidly, when in fact, we’ve just been disciplined toward growing a small amount each and every day and thankfully, seeing many of those ‘singles’ develop into doubles and even triples. Every major success is built on smaller, strategic decisions. So, no need to swing for the fences, that base hit is just fine.

STRIKING OUT

Some days, you may find yourself striking out, and that’s okay. Failure is a part of life, so it’s bound to be a part of work too. Having the freedom to fail is an important part of being One of Jones—it wouldn’t make sense for us to expect so much from individuals if we also penalized people for every error. Every strikeout is an opportunity to learn. It’s like what they say about learning to snowboard - if you don’t fall, you’re not trying hard enough.

Striking out is a great way to find out that your assumptions were wrong or the project may need a little tweaking. As long as you head back to the drawing board and move forward with a better picture, you’re doing it right. We encourage you to be bold, take risks, and never be afraid to try something new.

It helps to make predictions and anticipate possible outcomes. Ask yourself, “what would I expect to see if this project is successful?” Then ask yourself, “what would I expect to see if this project is unsuccessful?” When results come in, ask yourself, “what do I see?” If the results are unexpected, try to figure out why.

There are some ways to fail that we do not endorse or encourage. Repeating the same mistake over and over is one. Not listening to customers or coworkers before or after a failure is another. At Jones, A-Players never ignore the evidence; particularly when it says they are wrong. Sometimes you may feel tempted to keep your failures a secret, but we don’t encourage that. Being transparent about successes and failures keeps you accountable and allows coworkers to learn from your mistakes. A win-win.

PART 4:

JONESING FOR GROWTH

TOPGRADING

(Note: Here's where you begin to understand those weird interview questions we asked you.) We strive to hire the best of the best at Jones. Research shows that traditional interview methods don't reveal enough about a candidate to determine whether they would actually succeed in a given role. So, one of the ways that we do this is through an interview technique called Topgrading.

You just experienced this as a candidate. As a manager, you may use the Topgrading interview technique to learn about the patterns of strength, weakness, habit, values, and performance of future candidates. In other words, make sure the right people are put in the right jobs!

HIRING A-PLAYERS

Why is hiring well so important at Jones?

We've learned that every time we add a new individual to the organization, it can have a major positive or negative influence. Sometimes it can seem like we take a long time to hire someone, but that's because we are trying to find out if the candidate is an A-Player.

A-Players are responsible, see themselves as part of the team and are able to complete their job duties efficiently, creatively, and with the highest of quality. B and C-Players rank lower in these areas.

If you are a manager, the best thing you can do is to focus on hiring A-Players, and to work expeditiously towards removing B and C-Players that aren't the right fit. Always remember, the worst thing you can do to an A-player is pair them with a C-player! But you don't have to worry about that, because we already know you're an A-Player.

FINDING TALENT

As a new employee, you can help by telling us who you think we should hire next – in other words, bring your friends! Obviously, we all agree that Jones is the best place to work on Earth. So, tell us about the people you know who are the best on Earth, so we can bring them here.

ACQUISITIONS

Another way that Jones grows is by acquiring businesses that share the same values and beliefs as we do. Our executive team is continually looking to invest resources and expertise in new businesses that can help grow our existing companies and our portfolio. Acquisitions can be add-on, adding onto an existing business or platform, or finding a whole new business to welcome as #OneOfJones.

TALENT DEVELOPMENT

You might have gathered by now that Jones invests in its employees in many ways. One of those ways is by offering continued education and talent development. While each company may have its own unique forms of training, many programs are offered throughout Jones, the most well known being Jones Leadership Academy.

JONES LEADERSHIP ACADEMY (JLA)

was founded in 2014 as an internal talent development program exclusive for Jones employees who are ON FIRE! Each session is carefully curated exclusively for Jones and focuses on leadership development, team building, and problem-solving. Each year, 10 employees from our portfolio companies are selected as the upcoming class. Today, there are over 135 JLA alumni!

JLA REFRESHER SESSIONS

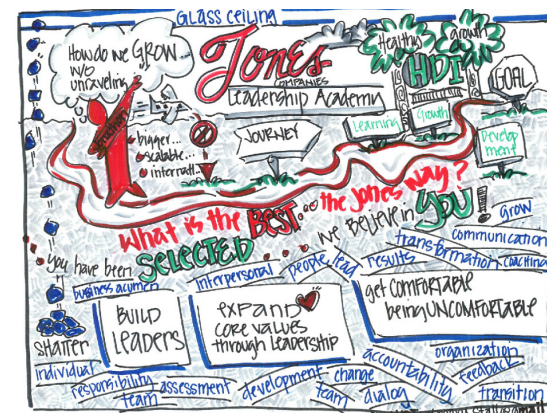
are offered once a quarter and are an opportunity for JLA alumni to receive training and a “refresher” on many of the concepts they mastered in Jones Leadership Academy.

PAST TALENT DEVELOPMENT INITIATIVES

Jones has a long standing tradition of investing in employees that dates back to before Leadership Academy was founded! From book clubs to pilgrimages to Berkshire Hathaway, Jones values all forms of continuing education for our employees. A few of our past talent development initiatives include Bootcamp, Topgrading, Professional Speakers (like Verne Harnish!), and Book Clubs.

NEW IDEAS

Did you participate in a meaningful talent development initiative in a past job? Is there a training that you've always wanted to receive? Let your supervisor know! We are always open to new ideas at Jones, especially when it comes to talent development.



JLA VISION

This image was created in an off-site strategic planning meeting in 2015. It captures the initial vision for the Jones Leadership Academy. Although our organization and structure have evolved over time, the fundamental intentions and goals for JLA remain consistent.



WHAT IS THIS CUBE AND HOW CAN I GET ONE?



PART 5:

EPILOGUE

LAZY PEOPLE ARE SELDOM LUCKY

Luck typically finds people who work hard and make smart decisions. There's an old saying that says "luck is the residue of design" which means that you have to set yourself up for luck by working hard and building good habits. Everything we have accomplished thus far at Jones has been the result of perseverance, education, and talent development from people just like you!

As you work here, watch carefully and analyze what you see. Ask yourself: are there areas at Jones that could be improved? Are there processes that need to change? How can Jones be improved for the better? Go that extra mile and see how far it takes you.

THE ONLY CONSTANT IS CHANGE

A few years from now, Jones will likely be different because people like you will change it for the better. You saw this illustrated first hand in our history timeline. Jones looks much different now than it did in 1949! The programs, ideas, and experiences that you decide to create are the things that will define us as we grow and evolve as a company. .

Whether it's a new service, a new talent development initiative, a great book you think everyone should read, or an improvement to an existing process – we can't wait to see what kind of future you choose to build at Jones.

GLOSSARY

BHAG – Acronym for Big Hairy Audacious Goal; this is the stretch goal – the goal that is not likely, but we’re trying for it anyway, because anything is possible with the right team.

Noodle On It – Not responding immediately and taking a little longer to think about something. Used in a sentence, “Let me noodle on this for a bit.”

Boil the Ocean – At Jones, this means something a little different than in the rest of the world. When you’ve boiled the ocean, you’ve done exhaustive research and jumped through extensive hoops to ensure that all boxes are ticked and the project is ready to move forward.

Jim Collins – Some say he’s the author of the book *Good to Great*, some say he’s the

GOAT. At Jones, he’s like our wise uncle who we constantly reference.

JoLo – What all the cool kids call Jones Logistics.

Nerf War – “Team Building” at the TRU South Office.

Domino Flicker – Bringing up a project or improvement that will fall in someone else’s bucket. (or most likley several people’s bucket)

Food Truck Fridays – Just another tactic to get people to show up to work on Friday.

Pretrippin’ – A term used for validating function and efficient cooling on a Portabull Cold Storage container before it goes out to a customer.

BHAG

Safety Absolutes - The most important rules and regulations at Jones Lumber that are enforced with zero tolerance, all designed to protect our most important asset, you!

Columbia, MS – Where Jonathan planned to build our headquarters before pulling a massive bait and switch to Midtown Hattiesburg.

Crucial Conversation – A discussion between two or more people where the stakes are high, opinions vary, and emotions run strong. Yes, they can be awkward, but crucial conversations are necessary for healthy working relationships and can often help get everyone on the same page.

Branding – What Marketing calls putting our logo on everything the light touches.

Break Room Snacks – Five Paw Patrol cupcakes from some kids birthday, leftover Christmas fudge, 17 king cakes.

Warren Buffet & Charlie Munger – Warren Buffet is the chairman and CEO of Berkshire Hathaway and considered to be one of the most successful investors in the world. Charlie Munger is an avid drinker of Coca Cola, Vice Chairman of Berkshire Hathaway, and friend of Warren Buffet. They like to be portrayed as cartoons. Hey! Investors can have fun too!



The NBA Is Formed, The First Polaroid Camera Is Introduced, and Cable TV Debuts – Other incredible things that also happened in 1949!

TRIVIA

1

How do you pronounce Codaray?

- A: Cod-UH-ree
- B: Coh-DUH-ray
- C: Codd-Ray
- D: Cuh-Dare-Ay

2

What famous cheesecake is stored in PortaBull Storage's refrigerated units?

- A: Georgia Blues
- B: Cottontop
- C: Cotton Blues
- D: Georgia's Cakes

3

In 2022, Spot Tracker merged with TruQC to form TRU. What was the original mascot of Spot Tracker?

- A: Buffalo
- B: Duck
- C: Dog
- D: Eagle

4

Before it was Jones Logistics, it was...

- A: Lloyd Jones Trucking Co.
- B: Transport by Jones
- C: Jones Brothers Trucking
- D: JB Hunt

5

In what small town did Lloyd Jones start Jones Lumber Company?

- A: Columbia, MS
- B: Sandy Hook, MS
- C: Vincetown, MS
- D: Hattiesburg, MS

7

Which of these is not a core value?

- A: Passion
- B: Innovation
- C: Sustainability
- D: Unity

9

What year was Jones originally established?

- A: 1990
- B: 1967
- C: 1935
- D: 1949

6

In 2018, Jones sold majority interest in what company?

- A: Bull Mat
- B: Buffalo Bridge
- C: Buffalo Roadways
- D: Yak Access

8

What does the FV in FV Recycling stand for?

- A: Fiber Vision
- B: Forever Valiant
- C: Fresh Vegetables
- D: Friendly Venture

ANSWERS: 1-B, 2-C, 3-C, 4-C, 5-B, 6-D, 7-B, 8-A, 9-D



[JONES.COM](https://jones.com)