

# CULTURE MAP

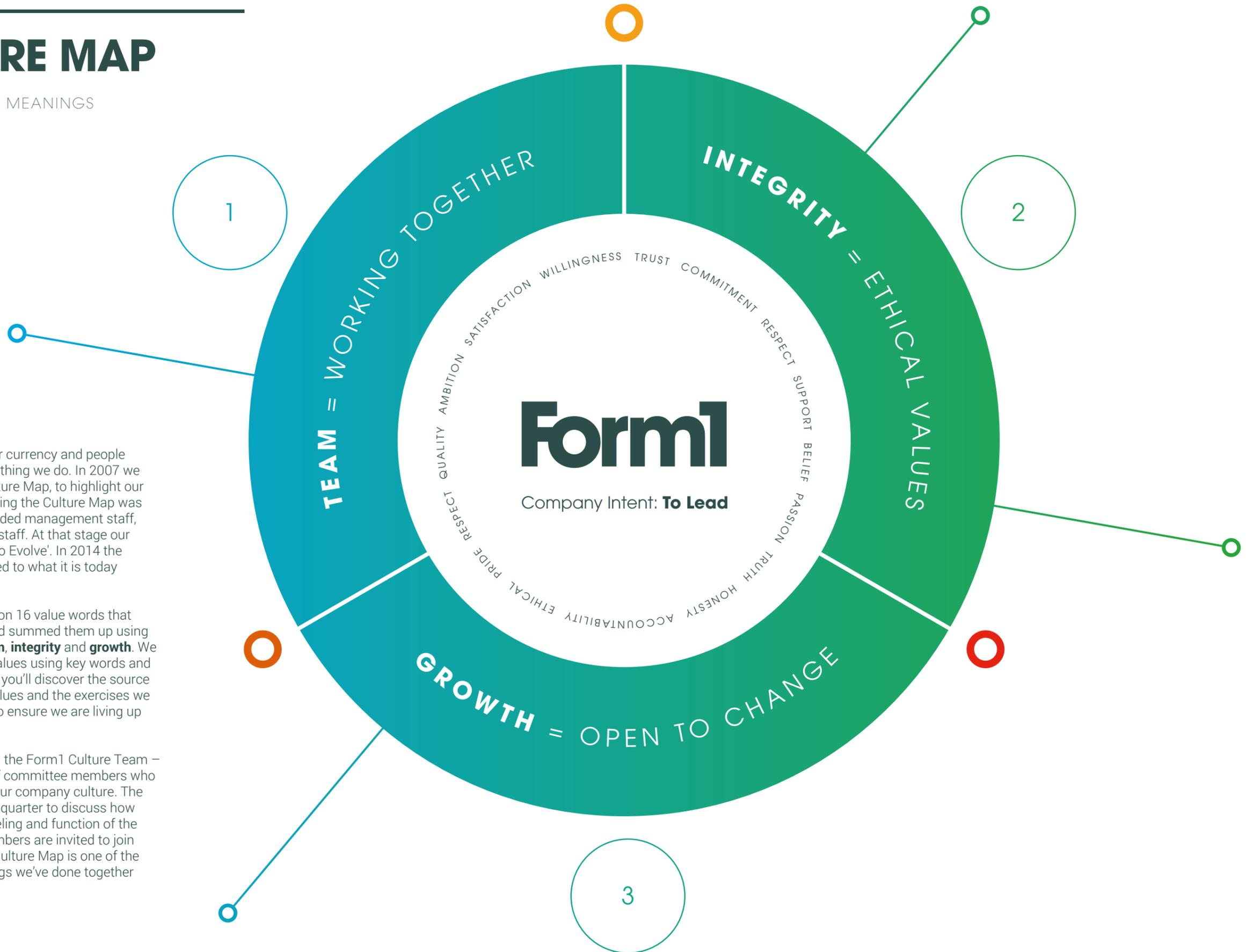
KEY VALUES AND MEANINGS

At Form1, culture is our currency and people sit at the heart of everything we do. In 2007 we created the Form1 Culture Map, to highlight our company values. Creating the Culture Map was a team effort that included management staff, technicians and office staff. At that stage our company intent was 'To Evolve'. In 2014 the company's focus shifted to what it is today - 'To Lead'.

From there we agreed on 16 value words that define our business and summed them up using three key words – **team**, **integrity** and **growth**. We gave meaning to our values using key words and on the following pages you'll discover the source meaning behind our values and the exercises we commit to each year, to ensure we are living up to our culture.

In 2014 we established the Form1 Culture Team – a special group of staff committee members who are passionate about our company culture. The committee meet every quarter to discuss how we can improve the feeling and function of the business and new members are invited to join each year. Creating a Culture Map is one of the most empowering things we've done together as a team.

– Steve Shirlaw, CEO





# Team



Trust ——— **Relationships**



Leadership ——— **Motivation**



Passion ——— **Enthusiasm**



Belief ——— **Confidence**

## EXERCISE

**Relationships** – The Form1 Culture Map has been reviewed and new steps suggested to maintain good relationships with staff, suppliers and clients. The Culture Map team meet quarterly to review the progress of action steps, and communicate regularly with staff at Toolbox Talks. Communication builds strong relationships and will be consistently reinforced and supported within the organisation.

**Motivation** – Managers invest one day a month working on site to support technicians. A roster has been developed to ensure each technician enjoys some one-on-one time on site with a manager. Admin staff benefit from a day in the field on an annual basis, to create a better understanding of the business.

**Enthusiasm** – Enthusiasm drives excellence. To assist with employee enthusiasm, the Company shares a quarterly afternoon combined BBQ and Toolbox Talk. This gives staff connection and incentives, creating a space for the whole team to continue to build excellent performance. We encourage collaboration with events such as team building days and Christmas functions.

**Confidence** – Reassurance of Company growth happens at our quarterly Toolbox Talk meetings. Leadership provides feedback to build belief and confidence in the business.

# Integrity



Respect — **Appreciated**



Honesty — **Fairness**



Accountability — **Ownership**



Pride — **Satisfaction**

## EXERCISE

**Appreciated** – The whole team, and every team member, needs to feel respected and appreciated. We reward excellence, effort and performance during quarterly BBQ's. Team members who consistently display excellence and exceed customer expectations throughout the year will be recognised at Christmas functions.

**Fairness** – Open and honest communication between the whole team (field and office) is encouraged. An open door policy is in place for team members to approach management regarding any issue. All issues will be recognised in a fair and equitable manner with due respect and consideration.

**Ownership** – Team members have a duty of care to themselves, their customers, their team mates and the business. We expect self responsibility and self accountability for all areas of responsibility entrusted to them. Job descriptions are provided to ensure all team members know what is expected of them and their colleagues.

**Satisfaction** – Management will acknowledge excellent performance and effort in the team. This encourages pride and satisfaction by all team members. An annual talent review of KPI's and areas of responsibility are undertaken for all team members, including management.

3

# Growth



Ambition — **Success**



Knowledge — **Proficiency**



Personal Development — **Self-Awareness**



Openness — **Acceptance**

## EXERCISE

**Success** – Individual team member goals are reviewed annually. Every possible strategy and support is given to encourage successful implementation so staff can achieve individual goals.

**Proficiency** – The Company provides opportunities for team members to increase their knowledge through in house and external training. Encourage technicians to read Standards and provide regular assessments and feedback on results. All team members are encouraged to participate in at least one training course per year.

**Self-Awareness** – Team member goals are reviewed annually. The business discusses strategies and supports the implementation of those to support staff goals. Regular review of behavioural indicators are also carried out. (TFK, Pace, Risk, Stages, etc.).

**Acceptance** – Respect the values and opinions of others and accept that sometimes mistakes happen. Use mistakes as training and learning opportunities to avoid further occurrences. Maximise and leverage the learning experience. If appropriate, the team member responsible can be supported to deliver the training exercise.