



Win hearts & minds

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Welcome...

to the new Winning Hearts guide! Revised and redesigned, it reflects some changes since we launched the programme in 2003.

This mini-guide serves to provide you with what is expected of you as a BMMI Group employee and how you can personally achieve exceptional performance.

Our Vision

To be recognised as a dynamic international company that inspires its individual businesses to deliver outstanding results.

Our Mission

Winning the hearts & minds of our customers by delivering exceptional service.

Our Values

The delivery of exceptional service is driven by our values:

HONESTY: trust, openness, fairness & ethics in everything we do.

EXCELLENCE: continuous improvement of self & systems to deliver quality performance

ACHIEVEMENT: taking pride & responsibility for attaining personal & professional goals

RECOGNITION: giving and receiving appreciation for one's contribution

TEAM SPIRIT: belief in the power of 'one team, one heart'

How can we
better live
our values?

When we are trustworthy,
open, fair & ethical, we
display **HONESTY**.



WE SHOULD

- Be reliable and truthful
- Communicate openly
- Build trust and practise ethical behaviours
- Treat everyone equally



WE SHOULD NOT

- Hide the truth or bad news and exclude others
- Bend rules or spread gossip and let others down
- Discriminate & judge people unfairly

When we continuously strive to improve ourselves, others & systems to deliver quality performance, we display **EXCELLENCE.**



WE SHOULD

- Do our very best in every task
- Always strive for excellence
- Continuously seek to improve and develop ourselves and others, as well as systems and processes in a positive way



WE SHOULD NOT

- Be careless and lazy with our standards of work
- Be resistant to change
- Ignore our learning and development or that of others
- Always see problems rather than solutions and blame others

When we take pride & responsibility in attaining personal & professional goals, we display **ACHIEVEMENT**.



WE SHOULD

- Show a strong desire to achieve personal and company goals
- Always be committed to provide exceptional service
- Take pride and accountability in our work
- Set clear goals and targets



WE SHOULD NOT

- Lack motivation to achieve goals
- Ignore the requirements of our customers and colleagues
- Demotivate our ourselves and others
- Refuse to accept responsibility for our own goals and targets

When we give appreciation for the contributions of others, we display **RECOGNITION.**



WE SHOULD

- Appreciate each other's efforts all the time
- Recognise and reward the contributions of others
- Care for the needs of others
- Give credit where and when it is due



WE SHOULD NOT

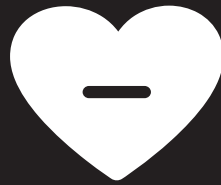
- Forget to say 'thank you' or criticise each other unfairly
- Fail to reward others for their contributions
- Be unfair or discriminatory with rewards
- Forget to recognise the efforts of others or take credit for their work

When we believe in the power of 'one team, one heart' we display **TEAM SPIRIT.**



WE SHOULD

- Support each other and work as a team
- Believe in team success
- Have trust in others
- Extend a helping hand to those in need



WE SHOULD NOT

- Work in isolation from each other
- Have a selfish attitude
- Consider our own performance above the team's
- Be unsupportive of others

Our WH logo

Our logo aims to represent our mission of 'winning the hearts and minds of our customers by delivering exceptional service'. To emphasise this, a star was designed in the centre of the logo to signify our excellence and achievement in attaining our mission.

The five figures in the new logo highlight the importance of teamwork and the change that can ripple through an organisation. We cannot realise our vision and mission, nor live our values through one team or just one person; everyone is an important part of the big picture.

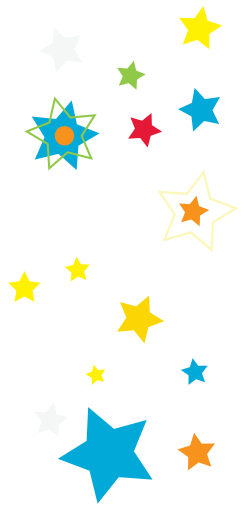
Finally, the five hearts represent our five Winning Hearts values: Honesty, Excellence, Achievement, Recognition and Team Spirit.

We hope every time you see the logo you are reminded of our mission, the importance of collaboration and team work, and of course, our five values.



The future of Winning Hearts





We have come far since the launch of our Winning Hearts culture in 2003, but now we have to take it a step further. For us to really see change, we need to change our approach.

So how do we truly create and enhance our Winning Hearts Culture?

First, we have to consider our BMMI DNA, which consists of three components: principles, ethics and values.





principles

Our principles are the morals that make up our identity as an organisation, these include race and gender equality, fairness, kindness and empathy.

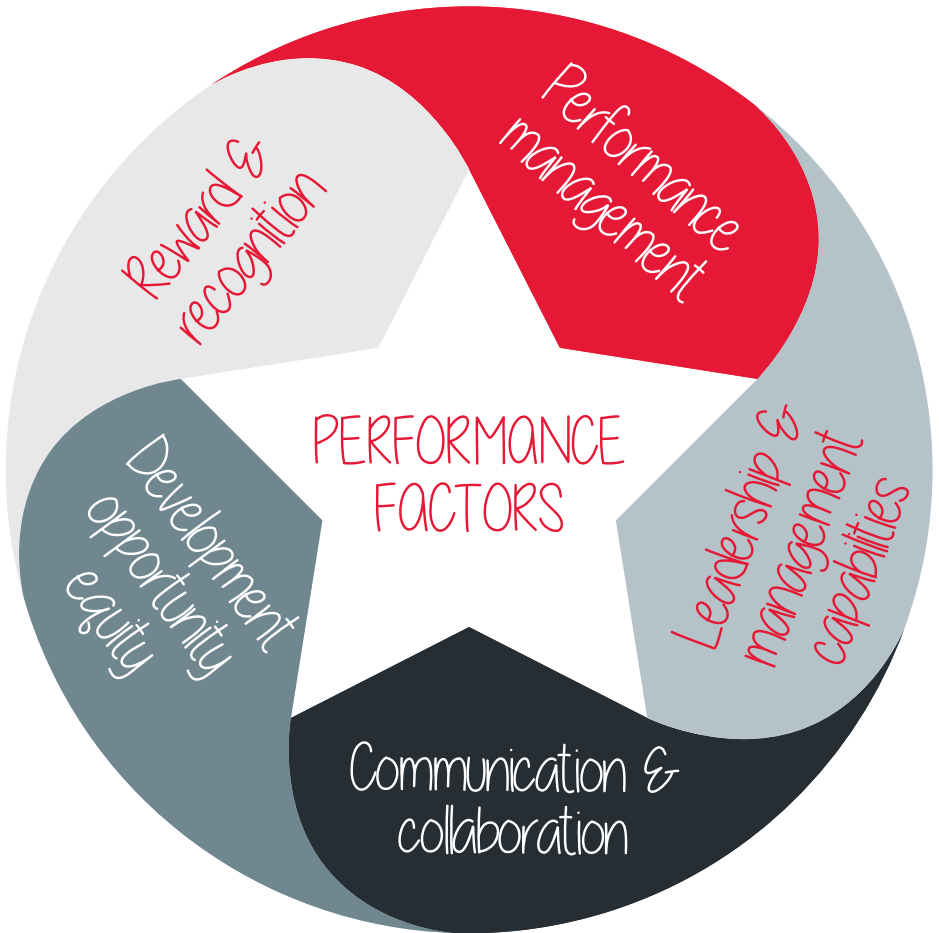
ethics

Our ethics consist of our integrity, the fact that we operate honestly, legally, transparently, incorruptly and with care towards the communities we operate in, as well as our environment. Our ethics are what guide our corporate governance and constitute our Code of Business Conduct and they are why we have a program such as Speak Up, where people can freely critique what they see happening around our Group, helping to ensure we operate ethically.

values

The final component of our DNA is our five values: honesty (trust, openness, fairness and ethics in everything we do), excellence (continuous improvement of self and systems to deliver quality performance), achievement (taking pride and responsibility for attaining personal and professional goals), recognition (giving and receiving appreciation for one's contribution) and team spirit (belief in the power of 'one team, one heart'.)

Our BMMI DNA has been established for over a decade, but to really progress to the next level, we need to add **PERFORMANCE FACTORS**, which are very important in ensuring mutual success for both the Group and all of us!



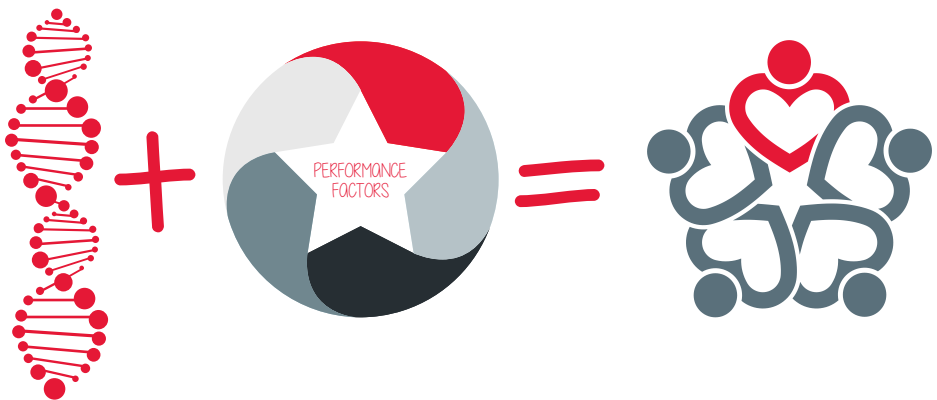
These five factors include our focus on effective **PERFORMANCE MANAGEMENT**, a process that promotes outstanding performance by setting clear targets and expectations, alongside continuous feedback and appreciation. This process helps guide, support and develop employees to produce results at their maximum capacity, with continued motivation.

We also need to encourage and improve our **LEADERSHIP & MANAGEMENT CAPABILITIES**, as leaders need to win the hearts and minds of their people and nurture our culture. Having the right leaders in place, those who gain commitment and inspire effort from employees, is critical in sustaining our talented workforce and fostering a spirit of performance.

Just as importantly, we need to understand the significance of **COMMUNICATION & COLLABORATION** in achieving an enhanced Winning Hearts culture. Open communication ensures that everyone is informed about what is happening across our business and what we need to do to achieve our vision and mission, as well as recognising when employees embrace our values. Most importantly, open two-way communication also allows for you to be empowered to speak up and suggest improvements, therefore allowing us to hear you and act upon your feedback. Collaboration on the other hand, is at the very core of our Group, represented in the value of team spirit, which encourages us to work together as one towards our common goals.

The next factor, **DEVELOPMENT OPPORTUNITY EQUITY**, emphasises recognising talent as a corporate asset and ensuring everyone has equal opportunity for success, through on-going learning experiences, mentoring and e-learning capabilities. It also emphasises the pursuit of new business ventures, as they create opportunities for informed and highly-skilled individuals to grow. We understand that caring about employee growth can significantly increase satisfaction and engagement, and that facilitating a knowledge-sharing environment definitely enhances our Winning Hearts culture.

Finally, a Winning Hearts factor that many of us are familiar with is **REWARD & RECOGNITION (R&R)**. Whether rewarding superior performance or recognising day-to-day efforts, embedding R&R into the core of our culture ensures employees are appreciated for living the true spirit of BMML, whilst reinforcing the positive behaviours and values displayed for each action.



Together, our BMMI DNA and our Performance Factors work dependently with each other towards creating an ideal workplace, one that makes us an employer of choice and one where you are truly happy to come to work and are able to excel and thrive in your job. Take a moment and imagine this work environment across our Group, where people are outstanding high-performers, where they are truly motivated to help one another and collaborate to excel, where employees constantly recognise each other's achievements and where fairness and equal opportunity are what guide our decisions. This is the essence of our Winning Hearts program, which can only be achieved through the help and support of every single one of you.

