



Healthy Linney Values

This statement illustrates our values. These values are those we apply to our life as a business. They reflect our aspirations for our customers, ourselves and our community.

- 1 We must do everything reasonably possible to ensure that whenever an internal or external customer is dealing with any of us, it is a real pleasure. We want to provide legendary customer service.
- 2 We must strive for, and achieve, constant improvement in everything about our work, questioning how we do things, why we do things and where we do things.
- 3 We want to be a responsible and contributing member of our community.
- 4 We want to ensure that we all share in setting the targets to which we aspire; we must do this by knowing what we are doing and where we are going.
- 5 We must remember and demonstrate Linney Group's six key words – helpfulness, honesty, friendliness, co-operation, security and prosperity.
- 6 We must never let a customer down.
- 7 We must never let a colleague down.
- 8 We must never forget point one, i.e. that we must do everything reasonably possible to ensure that dealing with any of us is a real pleasure. We want to provide a legendary customer service.
- 9 We must always seek more cost-effective quality.
- 10 We must remember that if we don't improve things on an ongoing basis we risk the prosperity and the security of ourselves and our working colleagues.



Healthy Linney Company

This statement illustrates what we take into account to decide whether a company is healthy or not. You can see there are only three out of the ten that are direct financial measures. The remainder are about our people and what they are achieving.

- 1 Right proportional relationship between sales and costs.
- 2 Right return on capital in the business.
- 3 Right efforts and results in generating enough cash to protect and develop the business.
- 4 Right people attitudes prevailing throughout to constantly improve the business, especially with regard to quality, waste reduction, education and training, knowledge of best practice, teamwork* and workplace[†] knowledge.
- 5 Right implementation rate of constantly improved processes, systems and techniques, especially with regard to quality, waste reduction, education and training, knowledge of best practice, teamwork* and workplace[†] knowledge.
- 6 Right position of products and company in the market.
- 7 Right appreciation of short- and mid-term plant/equipment requirements.
- 8 Right image of the Company in the market especially with regard to customer service.
- 9 Right level of proficiency on standard housekeeping requirements.
- 10 Right levels of staff turnover to ensure the continuity, development and prosperity of the business.

*Teamwork is defined as groups of staff meeting regularly, reviewing workplace knowledge, interpreting and acting on it. Teams should also be experimenting to continually improve quality, performance and their own knowledge.

[†]Workplace knowledge is defined as knowledge of performance data relevant to an individual's work area. There is no future in our people not understanding and interpreting work area performance data. If our people don't know where they are, they cannot improve. They must be trained to record, understand and interpret data.



Healthy Linney Manager

If you are responsible for organising other people's time, processes or assets (including customers and suppliers) then by definition you are a manager. If you do not manage other people, including customers and suppliers, or the assets used by them, you are still responsible for managing your own time and use of company assets as efficiently as possible.

Managers must:

- 1 Be **outstanding at their job** whilst being able to deliver a great workforce that is versatile, innovative, quality driven, cost-effective and accountable.
- 2 **Understand the Healthy Linney Person, Healthy Linney Manager, Healthy Linney Company, Healthy Linney Values and Federal Structure.**
- 3 Be **admired by their people but must not seek that admiration** by caving in with policies of appeasement. It must be achieved because they are admirable.
- 4 Be **decisive and fast movers**, they must be able to change things and get a total company result.
- 5 **Add value to the people they manage and support**, they have a duty to improve their people.
- 6 **Train their people to be outstanding at their jobs**, they must help them become very clever at innovating and managing to satisfactory outcomes.
- 7 **Train their people to be able to analyse their own performance and to satisfactorily interpret it** using KPIs and aspirations, where appropriate.
- 8 **Must bring on their people, enabling them to suggest improvements**, implement these improvements and prove that what they plan does or does not happen.
- 9 **Must accept their, and their work area's role**, in the creation of profit and cash flow.
- 10 **Never be political and never let a colleague or customer down.**

Describing words: positive, cheerful, enthusiastic, passionate, can do, innovative, dynamic, accountable, helpful, honest, friendly, co-operative.



Healthy Linney Person

A Healthy Linney person has responsibilities that are vital to help ensure that we can achieve our goal of being world-class. Not being world-class means you come to work, do the job, don't break rules and then go home. In this ever-changing world this will not take your career or your earnings anywhere. Being part of a world-class company means striving at all times to contribute towards achieving our world-class status. This involves a different mindset and you should:

- 1 **Share ownership** of continuously improving the efficiency in your own work area.
- 2 Ensure that your team has meaningful KPIs and aspirations and that you **need to understand them**.
- 3 Understand the main costs in your work area. You must **help to eliminate waste where you work**. Waste of time (inefficiency), waste of materials (rework) and waste of people (poor manpower usage) are all killers and **must be continuously challenged**.
- 4 **Attend and participate fully** in team meetings. Use them to continuously improve workplace performance.
- 5 Challenge, in a constructive way, any inefficiency that you observe. No matter what anyone says, **inefficiency kills businesses and careers**. (That is your earnings and your future.)
- 6 Be aware that things cannot stay the same because the world is changing – change is inevitable. **Be comfortable with change**. Don't be negative about change, we are changing to survive. Help introduce change, it is the only way to safeguard our security and our prosperity.
- 7 Use your appraisal to develop yourself. Make it count and make sure it happens on time. **Don't ignore the benefits of the appraisal system**.
- 8 Understand that you are responsible for exceeding your customers' expectations whatever you are working on.
- 9 Understand that **poor performance by you does not just affect you**. It jeopardises the security and prosperity of everyone in the Group. Make sure you are pulling your weight.
- 10 Never be political, involved in issues of race, colour, creed, size and you should **never let a colleague or a customer down**.
- 11 **Be brave**, there will always be others trying to stop you – keep pushing, get to the top.

Describing words: enthusiastic, involved, committed, brave, courageous, innovative, honest, co-operative, friendly, knowledgeable, teamworker.

LINNEYgroup