

1 The acQuire Values

At first glance, the values may seem to be contradicting one another. However, on careful analysis, it will be found that the values can not only co-exist but can actually complement one another.

For example, “brutal honesty” may bring professional differences out in the open, which in turn could create situations where maintaining “mutual respect” is a challenge. This challenge can be overcome if the other values like “empathy” and “professionalism” are adhered to.

Therefore, it is important to realise that the values work as a unified whole and each one forms an integral part of the acQuire culture we have created over the years. We believe that every acQuire employee can internalise these values by using their common sense, practical judgement and professional/personal experience.

The acQuire Values	Key Responsibility Area (KRA)	Key Performance Indicator (KPI)
<p>Leadership and Innovation</p>	<p>Leadership and innovation in acQuire mean much more than the conventional qualities associated with them. We believe in encouraging and implementing these internally within the company and externally with our customers/vendors.</p> <p>Internal – A Leader in acQuire is not necessarily a designated manager. A manager may “delegate” work or hand over tasks, but a Leader is an “enabler” and an “innovator” who:</p> <ul style="list-style-type: none"> ▪ Explains “who we are”, “where we come from” , “where we are heading” and executes the vision ▪ Makes it a fun place to work ▪ Promotes the acQuire Values and lives by example ▪ Connects with colleagues and listens to their views/concerns/issues <p>In short, a Leader is anyone in acQuire who takes actions consistent with the company’s goals and values.</p> <p>External – Leaders are not simply “transactional thinkers” but strive to be “strategic thinkers”. In our dealings with our customers/vendors, a Leader:</p> <ul style="list-style-type: none"> ▪ Focuses on actual problem solving and not merely profit. For example, only “listening to the voice of the customer” may drive the dollars but is not the path 	<p>Internal:</p> <ul style="list-style-type: none"> ▪ Do you “explain” the reason behind a particular task before delegating or handing it over? ▪ Do you take initiatives to keep your team motivated and make sure that it is a fun place to work? ▪ Are you convinced that the acQuire Values can help us achieve our company’s mission? ▪ Do you encourage your colleagues to discuss their views/concerns/issues within the team and with you? <p>External:</p> <ul style="list-style-type: none"> ▪ If needed, are you confident about explaining to customers that their “actual need” may be different from their “stated need”? ▪ Are you comfortable with the risks that are involved with innovation?

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	<p>of excellence. A Leader can look through the “stated need” of the customer and analyse it to identify the “actual need” and recommend an effective solution.</p> <ul style="list-style-type: none"> ▪ Recognises that acQuire is driven by innovation and therefore we are not followers. We want to continue to be the “first-to-market” company and live up to the reputation we have carved for ourselves over the years. 	
<p>Brutal honesty (See the 14 principles in Bullshit.)</p>	<p>No one at acQuire should feel powerless to make a change.</p> <ul style="list-style-type: none"> ▪ Feel free to express an opinion to anyone in the company. ▪ If you have an issue, go to the heart of the problem and be prepared to offer a solution to get it resolved. ▪ There is nothing gained in whinging without trying to participate in finding the solution. 	<ul style="list-style-type: none"> ▪ Do you feel intimidated to discuss the problems you are facing at work? ▪ Have you contributed ideas on Novedad? ▪ Have you ever discussed your problems (e.g. work-load, responsibilities and differences with your hiring manager) with your Cultural Representative? If so, which of the following happened? <ul style="list-style-type: none"> ○ The problem was resolved to your satisfaction ○ The problem was reduced considerably ○ You were provided with useful advice ○ You were offered acceptable alternatives
<p>Commercial pragmatism</p>	<p>acQuire is NOT a publicly listed multinational. It is a privately-owned organisation where all shareholders are employees. acQuire does not have access to capital via the public market place. This is a very good thing because it gives us many freedoms to go in the direction we want.</p> <p>acQuire’s debt-to-revenue ratio is low. Though this is good, it also means that certain initiatives will be done but only if the company can afford it at the time. Therefore:</p> <ul style="list-style-type: none"> ▪ Have empathy for the CEO and CFO with respect to financial decisions ▪ Involve yourself in the commercial training offered by acQuire. Try to understand the ramifications for failure in financial decision making. 	<ul style="list-style-type: none"> ▪ Have you engaged in or tried to understand the financial machinations of acQuire? ▪ Have you tried to put yourself in either the CFO or CEO’s position with regard to expenditure? ▪ Do you understand the difference between a security-driven versus profit-driven company?

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<p>Equality and Accountability</p>	<p>A clear success within acQuire is the understanding that we are all equal but have differing levels of accountability and responsibility. We do not have a Victorian style hierarchy. We are all in the same team, but someone has to make the call on the next move.</p> <p>Equality Anyone at anytime should feel free to discuss an issue, or an idea, with any person in the company.</p> <ul style="list-style-type: none"> ▪ If you have a management or leadership role within acQuire, you are responsible for mentoring and persuading others in your team, while taking their opinions into consideration before arriving at a decision. A dictatorial style implies a total breakdown. Be prepared to listen. ▪ If you report to someone, understand that they have the final word on what direction will be taken in decision making. Your ideas will be considered, but based on a number of contributors, a decision must be made. ▪ If you are dissatisfied about an issue, declare this to your Manager or anyone that can assist. There is no point in complaining about it later. <p>Accountability The common goal for all roles within acQuire is to deliver the best service possible to customers, be they internal or external. To achieve this goal as a team, it is important to be aware that different team members have different levels of accountability. This awareness of varied accountability should guide us in all our actions and discussions.</p>	<p>Equality:</p> <ul style="list-style-type: none"> ▪ Do you treat all people in the company as a peer? ▪ Do you actively assist people in your team to learn, regardless of their organisational relationship to you? ▪ Do you fully disclose information or do you hoard it? If you hoard information, what is your motivation for this? <p>Accountability:</p> <ul style="list-style-type: none"> ▪ Are you focussed on delivering the best service to your customer? ▪ Are you aware of your level of accountability within your team? ▪ Are you aware of the level of accountability of others within your team? Do you take this into account in your actions and discussions?

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<p>Mutual respect: vent, but don't slander</p>	<p>At times we can all be frustrated with a:</p> <ul style="list-style-type: none"> ▪ Colleague ▪ Customer ▪ Supplier ▪ Business partner <p>Everyone should feel free to find someone to vent to (within acQuire) so that they can deal with their frustration.</p> <p>Communication (verbal or written) should always be directed at the problem not the person. Treat all people (customer or colleague) with respect, and adopt an awareness and cultural sensitivity to all. In both verbal and written communication, never use invective or aggressive terms. This applies to everyone regardless of their position within acQuire.</p> <p>For e-mail communications (specifically external to the company):</p> <ul style="list-style-type: none"> ▪ Use salutations and valedictions. ▪ Try not to truncate your English i.e. it should not become a text message; it should be more like a letter. 	<ul style="list-style-type: none"> ▪ Are you happy with your style of communication with all of the following: <ul style="list-style-type: none"> ○ Colleague ○ Customer ○ Supplier ○ Business partner ▪ Has your style of communication complied with the KRAs? ▪ Do you have a venting buddy? ▪ If not, what do you do when you are faced with a highly frustrating situation?
<p>Empathy</p>	<p>Empathy is important when dealing with all stakeholders.</p> <p>At times your colleagues will be under more stress than you, and will behave accordingly. Have empathy for their situation and investigate the circumstances of their frustration.</p> <ul style="list-style-type: none"> ▪ Try to understand the demands of other roles in the company. ▪ Put yourself in their shoes. ▪ Accept that it is the sum of all the skill sets (not a few individuals) that makes a company like acQuire. 	<ul style="list-style-type: none"> ▪ Have you pitched in and helped a colleague who was “under the pump”? ▪ Have you had a situation where you were frustrated with a colleague and you discovered the reason behind their behaviour by investigating their world? ▪ With the people you interact most, do you ask yourself what it would be like to do their role? ▪ Have you ever thought about the demands that are placed on a Director or Officer of the company i.e. the legal and commercial responsibilities they hold?

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Flexibility	<p>acQuire’s work culture is built upon the fundamental philosophy of personal responsibility. Therefore, we will always support a flexible attitude to work, including:</p> <ul style="list-style-type: none"> ▪ E-commuting (working from home) ▪ Attending school functions and flexibility with your life style <p>We trust the people that work for acQuire. A sense of humour is also appreciated in the workplace, as long as you comply with the other values stated. Companies often make the work environment too sterile by letting it being driven by unnecessary political correctness. This political correctness leads to poor leadership associated with the implementation of a policy. Often policies lead to a lethargic inflexible company, and this would totally erode the culture we are trying to build at acQuire.</p> <ul style="list-style-type: none"> ▪ Recognise the flexibility that acQuire will provide you, but also review your attitude to flexibility. ▪ Be wary about the establishment of unnecessary policies. <ul style="list-style-type: none"> ○ What is the purpose of the policy being formulated? ○ Who is going to draft the legislation of the policy? ○ Will this legislation lead to the reduction in the application of common sense? 	<ul style="list-style-type: none"> ▪ Have you made use of the flexible attitude to work at acQuire i.e. e-commuted etc? ▪ Have you been flexible to help out in a crisis that acQuire or your team were facing? ▪ Have you ever asked for a policy? If so, which of the following happened? <ul style="list-style-type: none"> ○ A policy was established. ○ A guideline was established. ○ It was left to a case by case basis.
acQuire Professionalism	<p>The key to acQuire’s professionalism is the spirit of ONE.</p> <p>acQuire is ONE company and although we have six legal and accounting entities, we run the company as ONE profit and loss centre. We work on each office being associated on a Peer-to- Peer (not a Star-Hub) basis. The corporate office should not be thought of as the head office. Global Leaders can be located in any office in the world.</p> <p>acQuire encourages different groups within the company that work towards strengthening the spirit of ONE i.e. employee-to-employee or employee-to-society. The acQuire Social Club and the Community Relations Committee are</p>	<ul style="list-style-type: none"> ▪ Do you think that you have been operating in ONE company? If not why? ▪ Have you done anything to enhance the ONE company objective? ▪ Do you feel connected within acQuire? ▪ Are you a member of any of the committees or clubs within acQuire?

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	<p>two such groups that are run with different leadership and governance to the company itself.</p> <ul style="list-style-type: none"> ▪ Recognise that you are joining a company made up of different cultures and ethnic backgrounds but with ONE integrated culture. ▪ Recognise that to become part of the fabric of acQure, you should be connected. 	