

Humility

Courage  
& Determination

Empowerment

Enthusiasm

Family

Frugality

Generating Ideas

Integrity

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The heart of everything  
we do. Carry these with  
you and carry them far.

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Safety

Stretch Targets

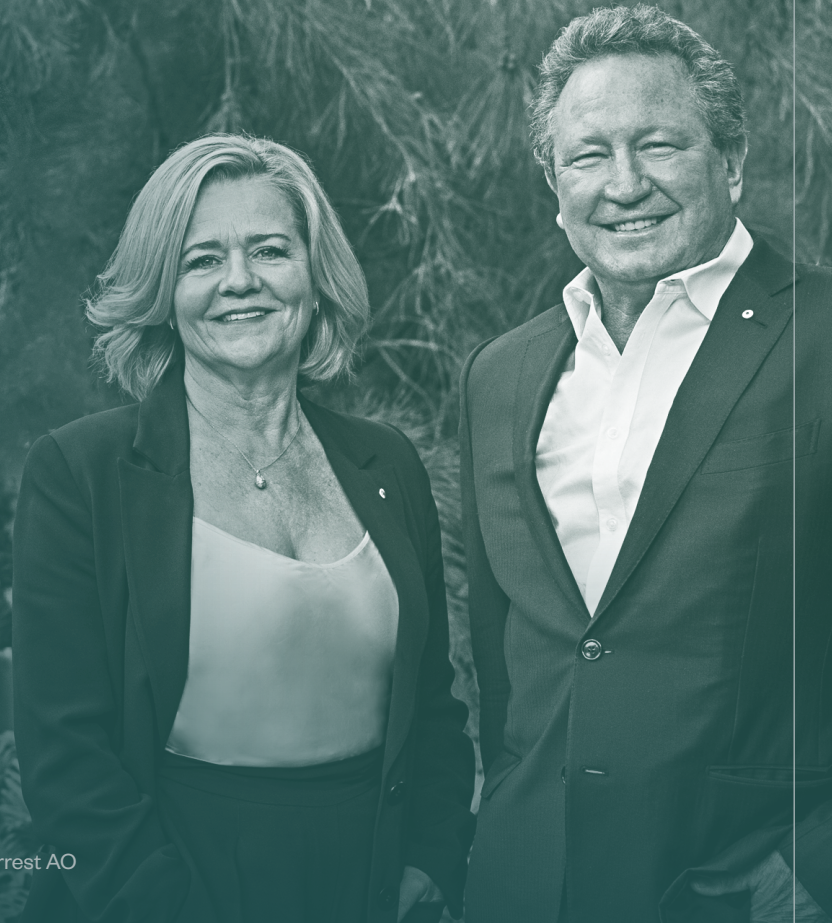
## A message from Andrew and Nicola Forrest

Humility, Courage and Determination, Empowerment, Enthusiasm, Family, Frugality, Generating Ideas, Integrity, Safety and Stretch Targets are each core threads, all of equal importance, tightly woven together, ingrained in the fabric and character of our organisation and anyone who represents us.

We choose agility over perfection and appreciate there is no improvement without change. We are fast, nimble, adapting as we learn, continuously evolving our organisation to lead the future.

*Andrew and Nicola*

Chairman Dr Andrew Forrest AO and Director Nicola Forrest AO



## Humility

This value is inherent within all our values and must be present in all our actions. Recognise that in the end, no matter what position you are in, in the eyes of God you are no more – nor less – valuable than anyone else. Be vulnerable, take the risk to fully trust others. Give them the credit wherever possible. Build others up and put them first wherever you can. If you are a leader and you give the impression you are the smartest person in the room, you have failed as a leader, as this will not encourage others. Offer help to those around you, as even the smallest gestures can make a big difference to someone's day.

## Courage & Determination

When times are tough, and they often are when aiming for Stretch Targets, don't give up or lower the targets, instead ask for help. Own your challenge but join your leaders in solving the problem – delegate up not down. You have the complete confidence and belief of your team that you can achieve what others cannot fathom.

## Empowerment

Go to your leader for advice, not permission. A leader is only as good as the team they surround themselves with, and that's where empowerment comes into its own. A leader should not consider themselves often a decision maker, but primarily as a mentor to their fully empowered team. Leaders must clearly articulate the Stretch Target, then encourage and empower their team to achieve it. You have great empowerment to act and take risk when acting within all our values. Be innovative, no matter your role. Don't be afraid to share your ideas with others. Seek and be open to feedback and you will never fail alone. Take a considered risk with a Plan B, and you will keep growing throughout your career.

## Enthusiasm

Be the most positive and energetic person in every group you join. Encourage others, particularly in failure. Know that out of every setback is the seed to equal or greater opportunity, you just have to find it. Your natural instinct must always be to be encouraging and kind.

## Family

Forgive and support each other, and always be kind. Be brave and vulnerable in your relationships. In times of conflict, pick up the phone or meet in person to resolve matters. Be compassionate and reach out personally to team members who appear to be struggling or upset. Provide praise proudly in public, and critical feedback in private and in person whenever possible. Always be loyal to one another, and in doing so never compromise safety or the organisation. Treat others how you hope to be treated yourself. Always demonstrate respect and embrace differences in others.

## Frugality

Find ways to do things better, faster, safer, and always less expensive. If you really try you will find the pathway to save money, save time, reduce schedules and increase value. Always prepare ahead for meetings so you can keep them efficient and as short as possible. Be frugal with your time – it is the most precious resource you have in life.

## Generating ideas

Seemingly crazy ideas can change you, your company, and the world. Have a crack at a brave and crazy idea – your Plan A – but always protect us with a bulletproof Plan B. Plan As often fail, and that's OK, but not if you don't have a totally reliable Plan B already in place. Be unafraid to speak up, and if you are the one listening and have an old war story that might kill an idea, stay silent and remember – if at first an idea doesn't seem crazy, it's unlikely to be a great idea.

## Integrity

All values are critical and must be accepted wholeheartedly – they are not a smorgasbord. Have the courage to speak up when you see others stray from our values. Be genuine, always – say what you mean, mean what you say. We act with integrity when we display all values, all the time. Remember the bathroom principal of life, always leave it tidier than you found it, being the best person you can be.

## Safety

This is common sense, first and foremost. Look out for your mates and yourself. Be responsible for not only your own safety, but theirs too. It's how you put love into action. Plan for their wellbeing, and for yours.

## Stretch targets

The most driving value of all. Always be uncomfortable with your level of challenge. Be in the deep end of the pool, learning to swim, as much as you can. If an initial target is attainable, reset it out of reach and follow all our values to achieve it. Your bulletproof Plan B will protect us. Never hesitate to reach out for help and delegate up when confusion or insurmountable challenges appear. You will only ever fail if you do so alone and don't give your family an opportunity to help. Whether you have succeeded in Plan A, or caught its failure with your Plan B, you have succeeded – you have learnt and therefore grown in your career. Remember, while it is always your personal journey, we are all here to help you. As a team. As a family.

**Finally, remember...**

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**Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only force that ever has.**

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Margaret Mead



 **Tattarang**

Our Values