

AR VALUES



JUDGEMENT

- ▶ We make wise decisions, despite ambiguity
- ▶ We identify root causes and get beyond treating symptoms
- ▶ We think strategically and can articulate what we are, and are not, trying to do
- ▶ We smartly separate what must be done well now, and what can be improved on later



CURIOSITY

- ▶ We learn rapidly and eagerly
- ▶ We seek to understand resilience issues in all their forms
- ▶ We contribute effectively outside of our speciality



PASSION

- ▶ We inspire others with our drive for excellence
- ▶ We care intensely about AR's success
- ▶ We celebrate wins
- ▶ We are tenacious



COMMUNICATIONS

- ▶ We listen well instead of reacting fast, so we can understand better
- ▶ We are concise and articulate in speech and writing
- ▶ We treat people with respect no matter their agency, status or disagreement with us
- ▶ We maintain calm poise in stressful situations



INNOVATION

- ▶ We re-conceptualise issues to discover practical solutions to hard problems
- ▶ We challenge prevailing assumptions when unwarranted and we suggest better approaches
- ▶ We create new ideas that prove useful
- ▶ We keep AR nimble by minimising complexity and finding time to simplify



RESPECT

- ▶ We understand that we work with many stakeholders who see things differently from the way We do
- ▶ We are known for our polite candour and directness
- ▶ We are non-political when we disagree with others
- ▶ We only say things about our fellow employees which we would say to their face
- ▶ We are quick to admit mistakes.



IMPACT

- ▶ We accomplish amazing amounts of important work
- ▶ We demonstrate consistently strong performance so colleagues can rely upon us
- ▶ We focus on great results rather than on process
- ▶ We exhibit bias-to-action and avoid analysis-paralysis



COURAGE

- ▶ We say what we think (respectfully) even if it is controversial
- ▶ We make tough decisions without excessive agonising
- ▶ We take smart risks
- ▶ We question actions that are inconsistent with our values



SELFLESSNESS

- ▶ We seek what is best for AR, rather than best for ourselves
- ▶ We are ego-less when searching for the best ideas
- ▶ We make time to help colleagues
- ▶ We share information openly and proactively.