



Our Culture

What we do, and how we do it defines who we are



Tolaram Group

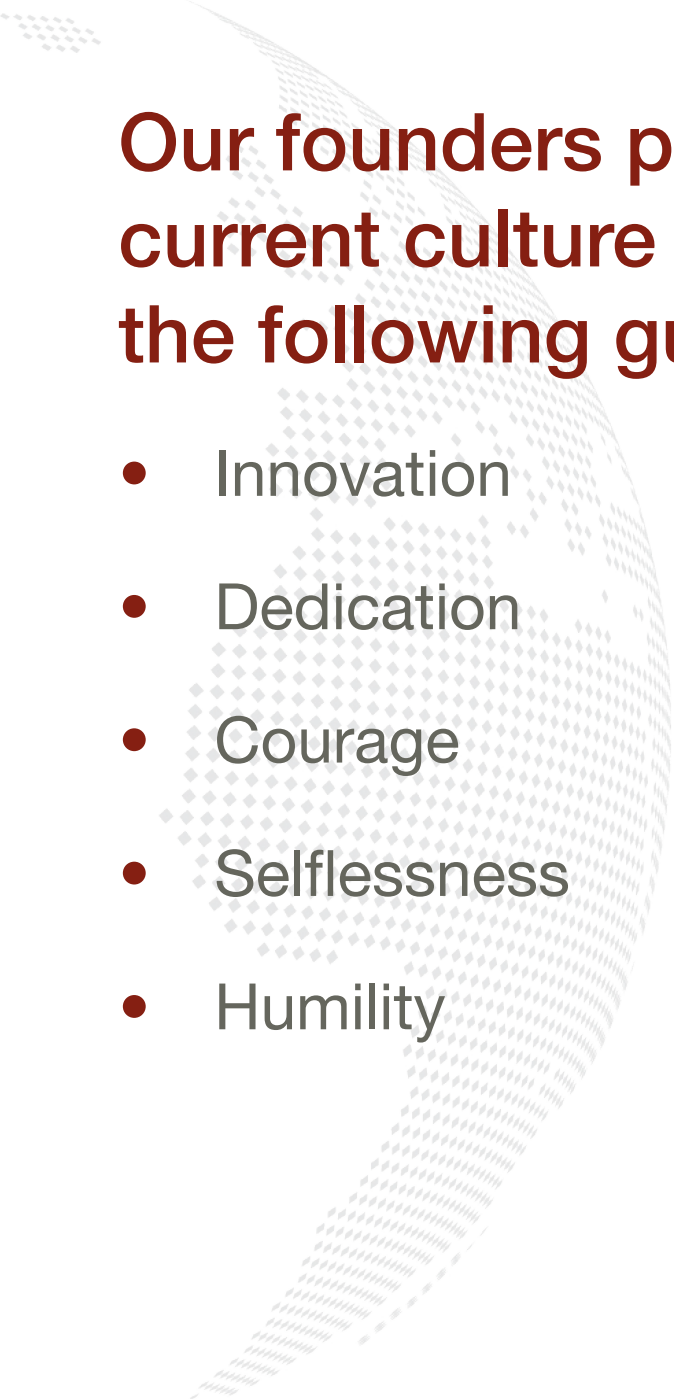
Tolaram has been in business for more than 60 years because we've always been able to innovate and reinvent ourselves.

It's embedded in our culture.

**Our culture is our values
in action.**

Our values guide us in our daily choices and ...

- give us a collective purpose
- bind us as we journey towards a common goal
- define how we interact with each other
- determine who our leaders will be
- empower us collectively to live the Tolaram brand



Our founders planted the seeds of our current culture in the group, embracing the following guiding values:

- Innovation
- Dedication
- Courage
- Selflessness
- Humility

**They lived these guiding
values with great modesty.**



As a consequence, Tolaram:

- constantly innovated,
- put people first,
- thrived on a culture of giving, and
- reaped the resulting goodwill.

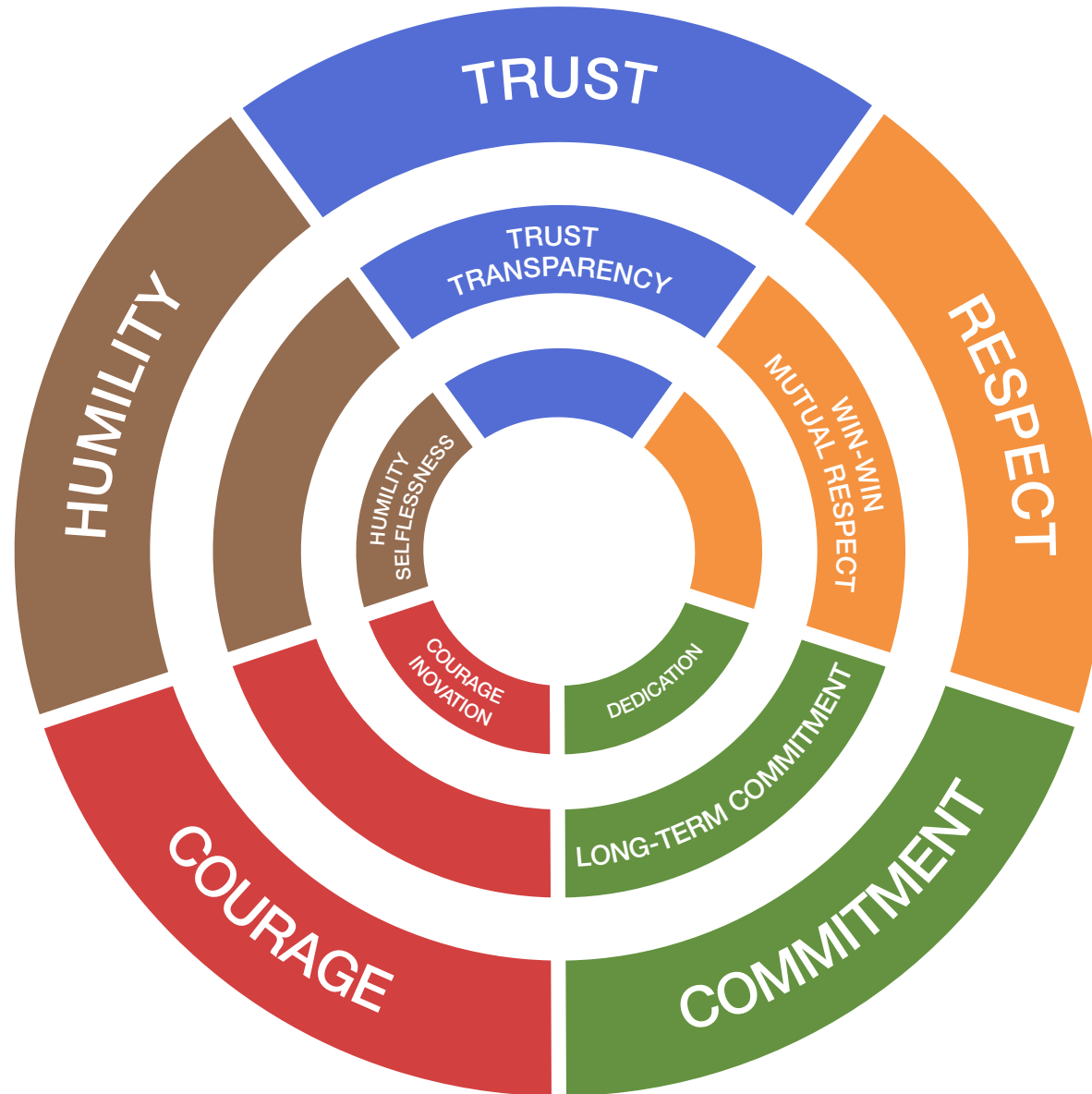
As we grew, there was a need to entrench our guiding values, and the following emerged:

- Trust
- Transparency
- Mutual Respect
- Long-term Commitment
- Win-win

**This was bold and innovative,
and a significant step
towards building our culture.**

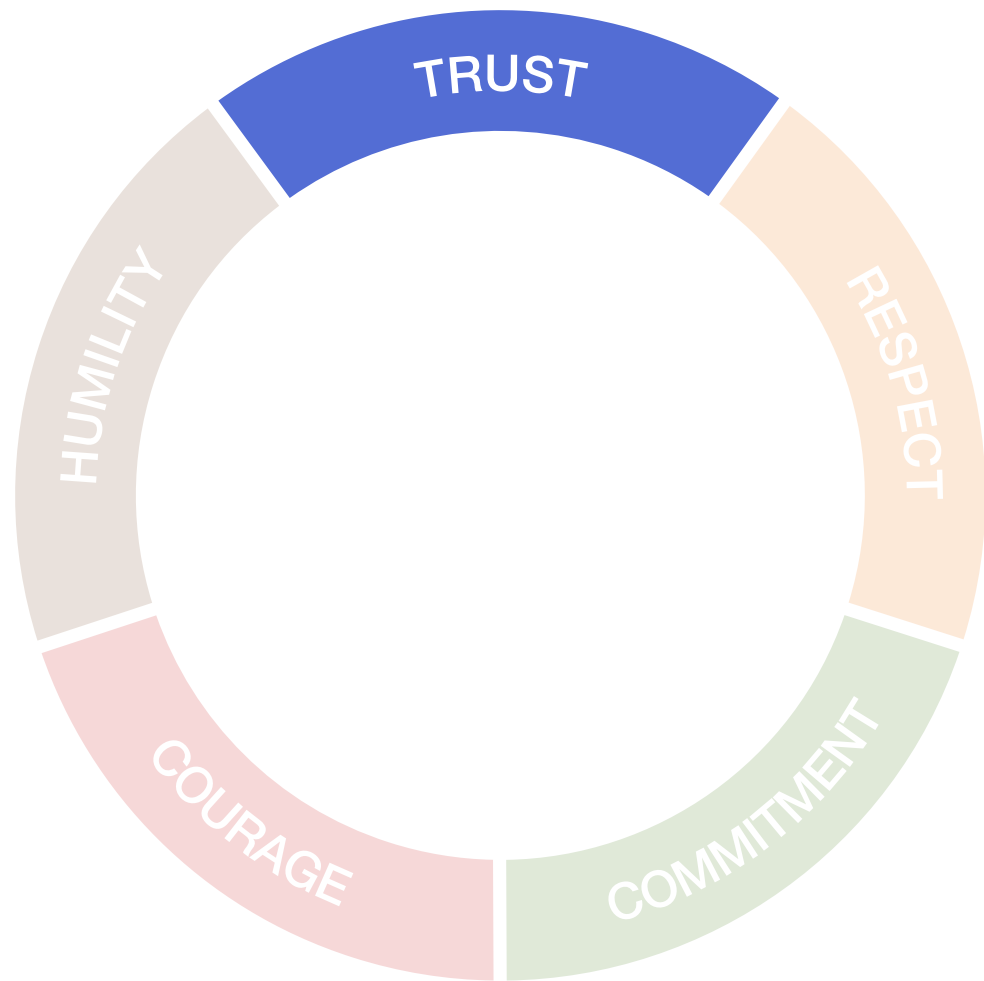
**As we evolved, we tried to
combine these guiding values
and those of our founders to
honour our heritage.**

This was the outcome.



Let's take a closer look.

TRUST



“When the trust account is high, communication is easy, instant and effective.”

Stephen R. Covey

**This is at the very core of
everything we try to do.**

If people trust us, they want to be
associated with us.

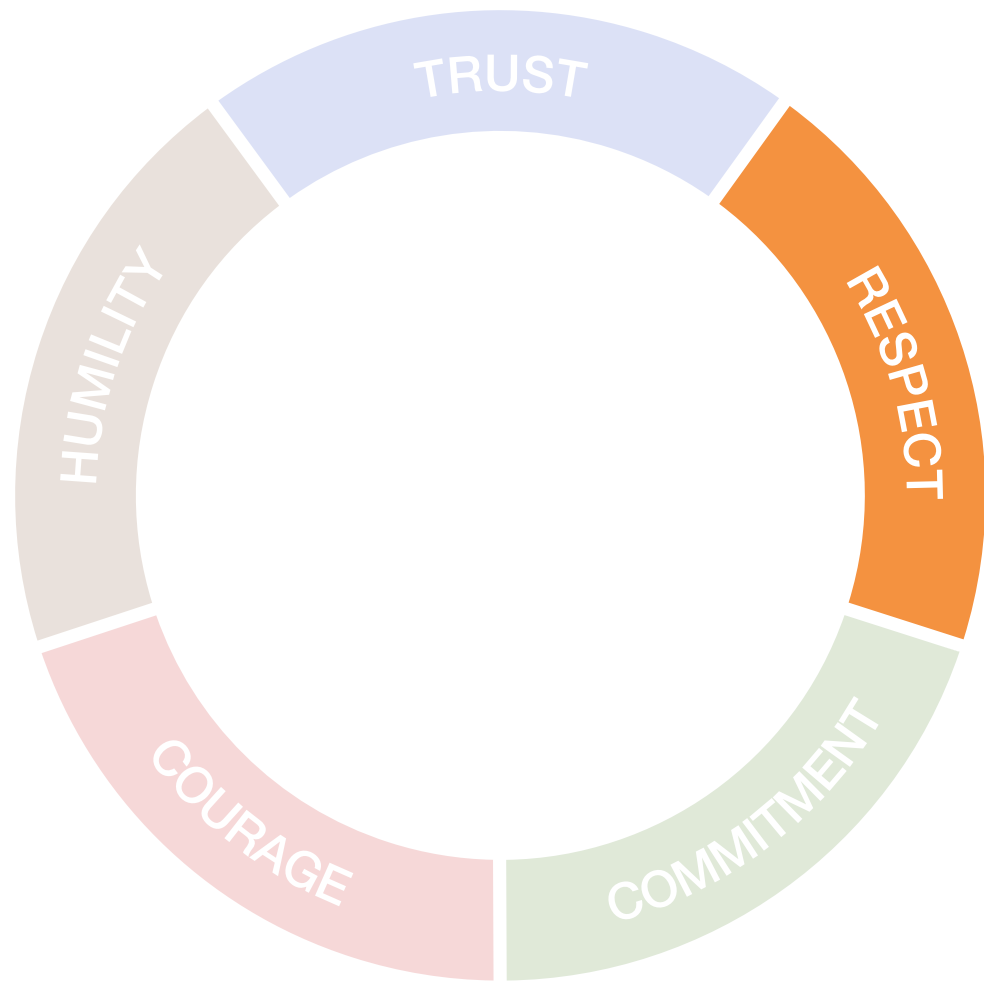
It's that simple.



To build and retain **Trust**, we need to:

- Be honest and direct in our dealings
- Always, always act with **transparency**
- Say what we mean, and mean what we say
- And keep our promises

RESPECT



"When people honour each other, there is a trust established that leads to synergy, interdependence, and deep respect. Both parties make decisions and choices based on what is right, what is best, what is valued most highly."

Blaine Lee

**It all starts from respecting
ourselves and ...**



... our team members

Building close bonds through genuinely caring for one another's growth and helping each other develop.

**We are not all the same,
but we are equals.**



... our stakeholders

including customers, vendors,
competitors and shareholders.



... our heritage

This matters. It's important to understand where we came from and what we have learnt.



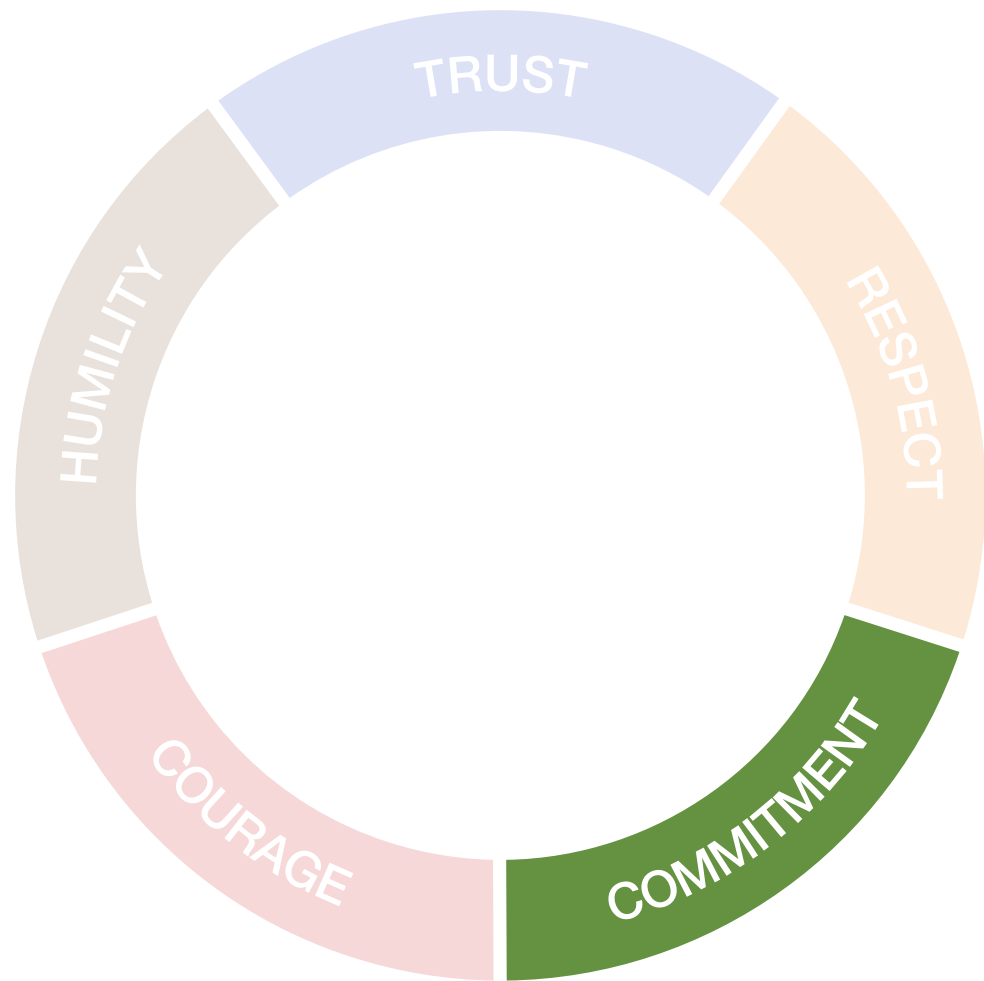
... our universe

It's equally important that we understand our place in the greater scheme of things;

How we can impact the environment and the community around us.

Because it's a shared journey, we will always seek a **Win-Win outcome as a sign of **Mutual Respect**.**

COMMITMENT



“Desire is the key to motivation, but it’s determination and commitment to an unrelenting pursuit of your goal - a commitment to excellence - that will enable you to attain the success you seek.”

Mario Andretti

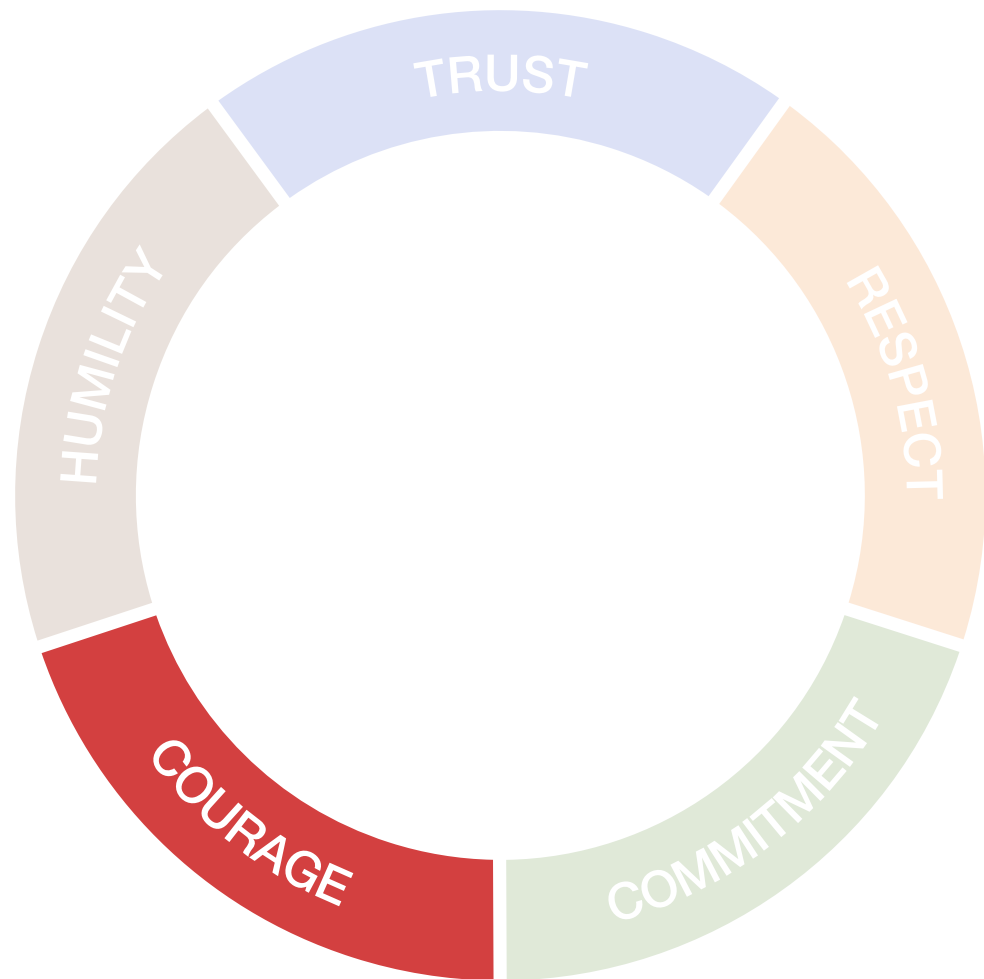
With Commitment, there should be focus and depth in everything we do for it to be sustainable over the Long Term.

**We intend to be here for good
and do good.**

**Intent only reveals desire
but it's action that
reveals **Commitment.****

Commitment goes beyond
nodding your head in agreement,
but ensuring it gets done.

COURAGE



“Courage is the most important of all the virtues because without courage, you can’t practise any other virtue consistently.”

Maya Angelou

We want to surround ourselves with brave people who:

- Are not quitters
- Can make tough decisions
- Have conviction in thought and action
- Are prepared to take smart risks
- Speak their mind

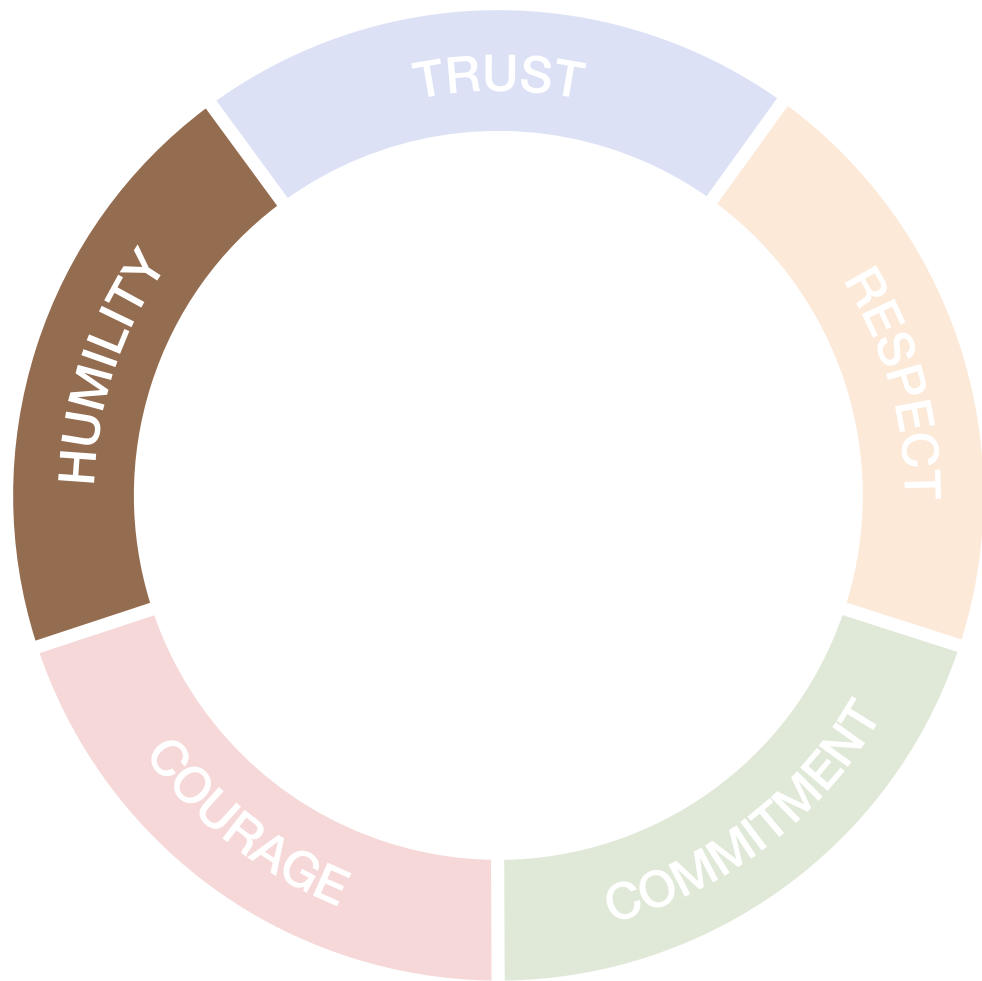


Bold thinking is welcomed.

We always support those who dare
because only with **Courage** comes **Innovation**.

We have learnt as much from our failures as
our successes.

HUMILITY



“True humility is not thinking less of yourself; it is thinking of yourself less.”

CS Lewis

We look for those who think of themselves less:

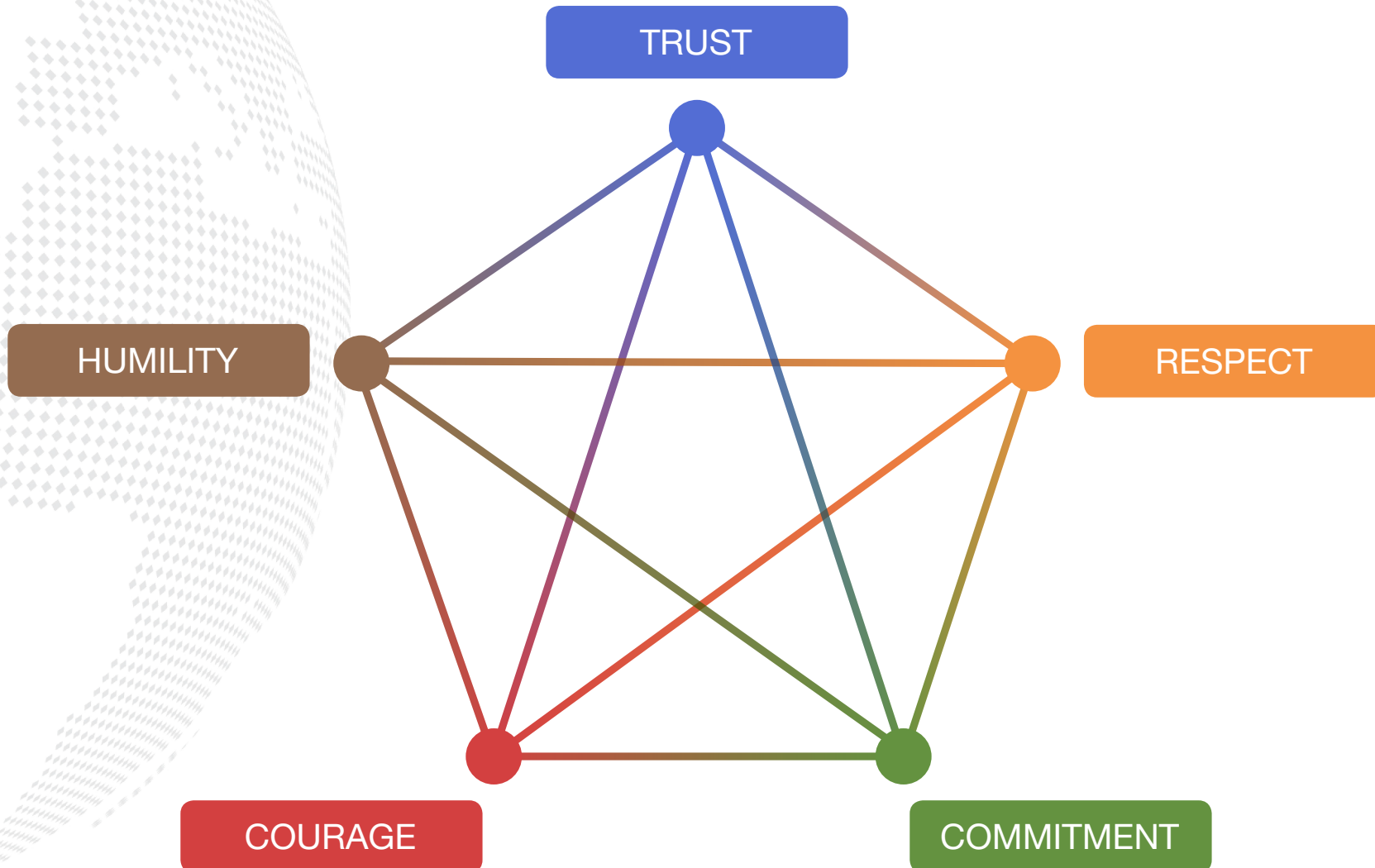
- to build a company of givers rather than takers, multipliers not diminishers.
- to create a cadre of leaders who serve,
- to appreciate that everyone we interact with has a contribution to make to our wellbeing, and
- to recognise that while we control what we do, the outcome is not entirely ours.

**Humility is all about
having a quiet confidence
without being arrogant.**

**Accepting that there's always
something new to learn.**

**And letting our actions speak
louder than our words.**

These 5 guiding values are intertwined and have always been a part of our culture.



Let's show the Light



Nothing has really changed.

We're just getting better.

**By articulating what we've always
tried to do instinctively.**

**We should now put our guiding values
at the forefront of all that we do.**

So that we can be a company that prides ourselves on
living by our guiding values

and improving the “scent of the place”.

<http://www.youtube.com/watch?v=UUddgE8rI0E>