

• A LITTLE BOOK ABOUT •

what makes you

— ● SPECIAL ● —

qbook 2017



A little **book about**

BIG **ideas**



Welcome to the 2017 edition of what we fondly call our **QBook**. **It marks twenty-one years in business!** The QBook contains the essence of what we value. It tells the story of what motivates us and how we organise ourselves into a global tribe of excellence-driven, fun-loving people.

We believe connecting all the parts of the acQuire stakeholder community is essential to our success. That success relies on fairness and integrity as key ingredients to the relationships we form with our employees, customers, partners and the wider community.

We're a company full of polo shirt wearers - we don't do cool for the sake of it.



Our focus is on excellent customer delivery in a fast changing industry environment.

SIX THINGS TO KNOW ABOUT acQuire



101 acQuire employees

31 Number of shareholders

in 1023

Number of members in our acQuire GIM LinkedIn Community group



616

Number of Knowledge Base Articles



Nationalities represented by staff

USA, Poland, Australia, Chile, Israel, New Zealand, South Africa, UK, Sri Lanka, India, Peru, Ireland, Germany, Colombia, Canada, Brazil, Korea, Italy, Russia, Mauritius, France, Ghana, Spain, Greece

Money donated per region for Community Connect:



THINGS TO KNOW ABOUT OUR CUSTOMERS

For the dates FY 2017 (July 1 2016 to June 30 2017)



3771 Total number of incidents

553 Number of customers that attended GIM Suite Learning units in FY2017

2041 Total learning units delivered (hours)

244 Total Number of Customer companies using support

332 Total Number of sites using support

754 Total number of users using support

Number of support requests for FY2017



Our first and longest customers (Since 1996):

Rio Tinto
Boddington Gold Mine
Anglo American
Lihir Mining

Software doesn't develop itself;

it takes **a committed team** of suppliers, partners and employees, who share a common goal of excellence.





Integrity
underpins
everything;

not just data, but

our company, **our people**
and **our technology.**

acQuire Guiding Philosophy

Integrity

Integrity underpins everything; not just data, but our company, our people and our technology.

- Company integrity means designing an organisation that is built to last. acQuire is employee-owned and structured around a sustainable succession plan created to ensure the resiliency and longevity of the company.
- Employee integrity means hiring, training, developing and retaining the right people. Our commitment to being an employee-owned company motivates us to find and inspire the best people to do more than they ever thought possible. Sound exciting? It is.
- Technological integrity means continually renewing and updating our platforms so you can rely on them, whatever the next wave of innovation brings.

What is our purpose?

- The earth's natural resources are finite. By providing as clear a picture as possible of what lies beneath the ground, we hope to empower companies to manage these resources efficiently and responsibly.
- acQuire turns geoscientific information into durable and reliable business assets.
- We have consciously chosen to be a values-driven, rather than a profit-driven company. We believe if we help you pursue and achieve excellence, profit will follow for everyone.
- Our company continues to be resilient to the economic ups and downs of the natural resources industry. Through careful collaboration with all stakeholders, while investing in our people, organisation and technology, we contribute towards a secure and stable future.
- It starts and ends with people. acQuire believes in finding the right people; inspiring them to shoot for the stars, explore new ideas, push boundaries, listen, learn and share knowledge. In return, we make sure everyone who works with acQuire feels supported and valued.

How we put our purpose into practice

- acQuire products are designed to solve complex Geoscientific Information Management (GIM) issues by giving customers direct access to the in-depth information they need.
- Technology doesn't exist in a vacuum; it's there to support people and processes. To ensure all three work together, we provide comprehensive training and on-going accreditation courses.
- Mine Manager, Geoscientist or Geoscientific Database Manager – acQuire's GIM Suite software makes everyone's life better by providing clean, auditable data.

Who are our stakeholders?

- Software doesn't develop itself; it takes a committed team of suppliers, partners and employees, who share a common goal of excellence.

The world is a nicer place (and the software better) when people share.

We like to work with complementary technologies and companies. By allowing great minds to think alike, everyone benefits – especially our customers.





A little background about acQuire

- acQuire develops and delivers GIM solutions that provide a foundation for sound decision-making. The GIM Solution maintains the ‘big picture’ of geoscientific data by transforming information into a reliable and durable business asset.
- acQuire is a long-standing partner of the largest natural resources companies in the world. More than 450 sites benefit from the acQuire GIM Solution.
- acQuire uses the ADAPT by Design methodology. We believe the ADAPT framework will help us to remain relevant to our stakeholders and to continue delivering great products. With the ADAPT processes, we want to achieve continuous innovation in all aspects of acQuire.

What does the future hold?

- **Global presence.** We currently have five offices in four countries. As we continue to grow, we are where our customers need us most.
- **Innovation.** We remain at the forefront of technology. acQuire has decades of software development and implementation experience. Our software is continually evolving to capitalise on the latest platforms and technologies.
- **Collaboration.** We work with customers, suppliers, business partners and external developers to provide solutions to their GIM problems.
- **Results.** Technology is only the beginning. We continue to collaborate with our customers on their GIM strategy, in the areas of workflow, processes and analysis, so they achieve the best business outcome.

acQuire Value Statement

We are a values-driven organisation. As individuals, we are what we believe in. Similarly, companies are what their people believe in. Values that appear on the corporate website are often disconnected and sound like a facade; but shared, authentic values drive conviction, consistency, and clarity. Integrating our values into our company's business model presents us with significant opportunities for innovation. Values connect and motivate us; they super-charge our teams with energy and commitment in tough times. They are the lifeblood of our culture.

The acQuire values are based on the fundamental notion of personal responsibility. Our objective is to employ people that are culturally aligned and fit into a community driven by values and a career, not skills and a job.

Our values pose these questions:

- Can this person fit into a company that changes rapidly and will they embrace innovation?
- Can this person deal with our ideas of personal responsibility?
- Can this person work well in our collaborative culture?
- Does this person really want a career or are they only interested in getting the skills for their next gig?
- Does this person have genuine empathy for the greater team?



acQuire Values

At first glance, the values may seem to be contradicting one another. However, on careful analysis, you will find that the values can not only co-exist but can actually complement one another. For example, being “brutally honest” may bring professional differences out in the open, which in turn could challenge the value of being “respectful”. This problem can be overcome if other values like “empathise” are adhered to.

Therefore, it is important to realise 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 every acQuire employee can apply these values by using their common sense, practical judgement and professional/ personal experience.



The freedom to be great.

Nothing kills greatness like the fear of failure. We see every outcome, whether good or bad, as an opportunity to learn and improve.

Lead and Innovate

Leadership and innovation in acQuire mean much more than the conventional qualities associated with them. We believe in encouraging and implementing these, starting with yourself, internally within the company and externally with our customers/vendors.

OUR MEANING

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:

- Explains “who we are”, “where we come from”, “where we are heading” and guides the vision.
- Makes acQuire a great place to work.
- Promotes acQuire values and leads by example.
- Connects with colleagues and listens to their views/concerns/questions/ideas.

In short, a Leader is anyone in acQuire who takes actions consistent with the company’s goals and values.

ASK YOURSELF

Internal

- Are you convinced that the acQuire values can help us achieve our company’s objectives?
- Do you encourage your colleagues to discuss their views/concerns/issues within the team and with you?
- 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 acQuire a great place to work?

OUR MEANING

External

Leaders are not simply “transactional thinkers” but strive to be “strategic thinkers”. In our dealings with our customers/vendors, a Leader:

- 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 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.
- 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.

ASK YOURSELF

External

- 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?



OUR MEANING

Individual

In acQuire, we believe in personal leadership no matter the role a person is accountable for. This benefits ourselves, our teams, and our company. Your self-awareness drives individual improvement, helping you to prepare for long term career opportunities in acQuire, based on your skills, talents and experience. By embracing personal innovation and professional development, you are helping improve acQuire incrementally on a daily basis.

ASK YOURSELF

Individual

- How can you be part of and contribute to leadership, regardless of your role?
- Have you considered how you are influencing acQuire through your personal leadership?
- Are you practising personal innovation?
- Are you committed to investing time in your professional development?
- Are you increasing your self-awareness?

Be Brutally Honest

“Brutal Honesty” is honesty that tells it like it is, from our own personal point of view – even when the perceived truth is hard to speak and harder to hear. It doesn’t mean to be cruel or disrespectful, rather acknowledge the difficulty and to speak authentically.

OUR MEANING

Everyone at acQuire is actively encouraged to bring about change and improvement.

- 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.
- Be mindful when sharing your perceptions, your points of view and your side of the story. Be curious and encourage other people to be brutally honest with you too, to find the shared truth and the best solution.

ASK YOURSELF

- Do you feel confident when sharing your opinions, your actual thoughts and motivations to anyone in the company?
- Have you shared your ideas through our intranet to proactively contribute to improvements?
- Did you try to resolve problems where they occur? Did you offer potential solutions to address them?
- Are you willing to seek support from your Cultural Leader?
- Are you brutally honest with yourself?
- Are you communicating authentically, e.g. during Cultural Catch Ups or Peer Catch Ups?



Seek Commercial Awareness



OUR MEANING

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 may have its limitations but gives us many freedoms to go in the direction we want. All employees have access to financial data (revenue and expenditure), which can help them gain commercial awareness. acQuire's debt-to-revenue ratio is low. Although this is good, it also means that certain initiatives will be taken only if the company can afford them at the time.

Therefore:

- Involve yourself in the commercial knowledge offered by acQuire.
- Try to understand the ramifications of the financial decisions that the company makes.

It is essential to the long term resilience of acQuire to remain commercially successful.

This means we have to design and implement strategies that fulfil both our customers and our own needs.

ASK YOURSELF

- Do you engage with or try to understand the financial machinations of acQuire?
- Do you understand the difference between a sustainability-driven versus profit-driven company?
- Do you understand the rational pricing of acQuire products and services is essential to our survival?
- Do you keep building sustainable, healthy and profitable business relationships?
- Do all your decisions incorporate awareness of commercial implications?
- Do you understand the need to increase our customer value proposition and the effect this has on the financial viability of the company?



Be Accountable and Promote Equality

A clear success within acQuire is the understanding that we are all equal but have different levels of accountability and responsibility. We do not have a Victorian-style hierarchy. We are all on the same team, but someone has to make the call on the next move.

OUR MEANING

Equality

Anyone at any time should feel comfortable to discuss an issue, or an idea, with any person in the company.

- If you have a management or leadership role within acQuire, you are responsible for mentoring and encouraging others in your team. You are expected to arrive at decisions while taking your team's opinions into consideration. 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 some factors, a decision must be made.
- If you are dissatisfied about an issue, declare this to your manager or anyone who can assist.

ASK YOURSELF

Equality

- Do you treat all people in the company as peers?
- 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?
- Are you aware of the impact of disclosing full information so the correct priority can be assigned to a task?

OUR MEANING

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.

When we accept to perform a role, we choose to be accountable for the tasks of this role.

Priority and personal focus

It is important for all to be aware of the issues of priority and personal focus. At any one time, there can be many valid tasks to be done. However, setting the correct priority and personal focus for tasks is vital for the success of acQuire, and it often requires information from many areas. The issues of priority and personal focus cut across all values and should be at the forefront in all discussions.

ASK YOURSELF

Accountability

- Are you aware of your level of accountability within your team? Do you take this into account in your actions and discussions?
- Do you ask yourself what you can do to overcome obstacles to achieve your goals?
- Do you understand that accountability is a personal choice?

Priority and personal focus

- Are you concentrating on your task to deliver the best service to your customer?
- Do you prioritise your customer and the need to deliver to an agreed time frame?

Vent, but don't Slander: Be Respectful

OUR MEANING

At times we can all be frustrated with a:

- Colleague
- Customer
- Supplier
- Business partner

Everyone should feel free to find someone to vent to (within acQuire) so that they can deal with their frustration.

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.

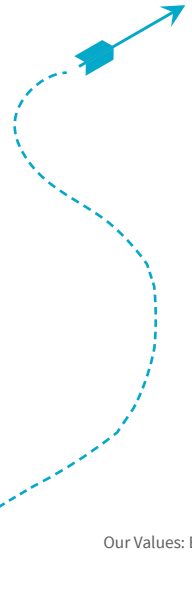
In both verbal and written communication, never use invective or aggressive terms. This applies to everyone, regardless of their position within acQuire.

For e-mail communications (specifically external to the company):

- Use salutations and valedictions i.e. say “Hello” and “Goodbye”.
- Try not to truncate your English i.e. it should not become a text message; it should be more like a letter.

ASK YOURSELF

- Are you happy with your communication style to
 - Colleagues
 - Customers
 - Suppliers
 - Business partners
- Does your style of communication align with our values?
- Do you always try to separate the problem from the individual, find solutions, new ways to do things and learn from the experience?
- Do you have a venting buddy? If not, what do you do when you are faced with a highly frustrating situation?



Empathise

OUR MEANING

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.

- Try to understand the demands of other roles within the company.
- Put yourself in other people's shoes.
- Acknowledge that it is the sum of all the skill sets (not a few individuals) that makes a company like acQuire.

In a culture of personal responsibility, you will be asked to own and perform your tasks with empathy and support to others.

Many see the role they are performing as “theirs”. This ownership can lead to good outcomes but may also make it difficult to see the role objectively. Remember, you may not necessarily continue to perform the same role during your career with acQuire; you are simply the caretaker of your current role.

With a culture predicated on the principle of the “Habit of Handover”, it is important to have empathy for your successor. Therefore, wherever possible, use the knowledge systems available at acQuire to transfer tacit knowledge and make it explicit. This will help your successor to build on what you have learnt and explore new avenues.

ASK YOURSELF

- Have you pitched in and helped a colleague who was under stress?
- Have you had a situation where you were frustrated with a colleague and then 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 taken the time to understand the issue of priority concerning other roles?
- Have you thought about the successor to your role when you are assessing your own roadmap?



Be Flexible

OUR MEANING

acQuire's work culture is built upon the fundamental philosophy of personal responsibility. This requires flexibility to adapt ourselves to a rapidly changing environment that can impact our priorities. acQuire will always support a flexible attitude to work as it is one of the many aspects of an integrated life.

At times you may be facing challenges in other parts of your life (family, health, etc.). We recognise that it is difficult to focus on performance when challenged with difficult events. Be assured that your colleagues will offer their support when you need it as you would for them.

The following examples are typical of our flexible work attitude:

- E-commuting (working from home)
- Attending school functions and flexibility with your life style

Companies often make the work environment too sterile by letting it being driven by unnecessary political correctness. This political correctness often leads to the implementation of superfluous policies. Such policies could lead to a lethargic, inflexible culture, which is totally opposite to the culture we are building at acQuire.

- Recognise the flexibility acQuire will provide you, but also review your attitude to flexibility.
- Be wary about the establishment of unnecessary policies.

- 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?

We appreciate an energetic work environment with humour in the workplace, as long as it is aligned with our values.

ASK YOURSELF

- Have you taken the time to understand the issue of priority about the tasks you are performing, and acted with the appropriate flexibility?
- Have you been flexible to help out in an issue of critical priority that acQuire or your team were facing?

ASK YOURSELF

- Have you been flexible in your approach towards your colleagues and the work that has to be done; adapting yourself to changing priorities and the impacts to your colleagues' and your own workloads?
- Have you made use of the flexible attitude to work at acQuire i.e. e-commuted etc.?
- Have you ever asked for a policy? If so, which of the following happened?
 - A policy was established.
 - A guideline was established.
 - It was left to a case-by-case basis.

Experiment, Learn & Trust

OUR MEANING

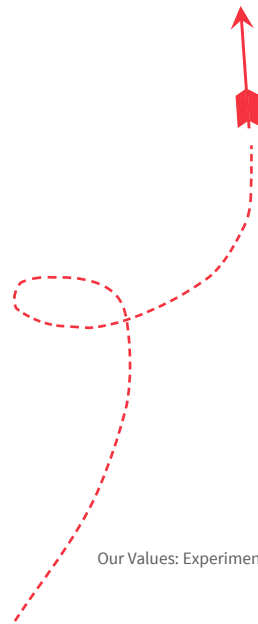
acQuire works on the premise that a good person with good intent will do the right thing most of the time. You and your colleagues will fail from time to time, and in a fail-learn culture, this is critical to success. The acQuire community encourages contributions from which we can all learn. The understanding and acceptance of failure is intrinsic to any entrepreneurial initiative and acQuire is built on entrepreneurial foundations.

We believe these roots are essential to our further success and encourage you to pursue similar thinking and actions in line with our commercial awareness.

As previously stated, we believe in absolute accountability with no ambiguity. However, if you are judging another person without the required knowledge/skills, your criticism will be far from constructive. Therefore, focus on what you are accountable for and adopt a learner's attitude to other parts of the company. Ask your Cultural Leader for more information on the Learner – Judger model.

ASK YOURSELF

- Do you allow colleagues to learn from experimentation?
- Do you pass judgement on colleagues when you do not have all the facts?
- Do you trust your colleagues to make the right decision regarding their work?
- Do you have empathy for the mind of an entrepreneur?
- Do you recognise that in business, there is very little that is predictable?
- Do you recognise that often the best lessons are derived from failed experiments?



Work as ONE

OUR MEANING

A key to the success of acQuire is working in the spirit of ONE company. This has motivated us to build a truly global company, where we act and communicate consistently in all parts of the world. Our connection to people across the globe will help us build a truly resilient organisation. Although acQuire has four global entities, we run the company as ONE profit-and-loss centre. Each office is associated with another on a Peer-to-Peer (not a Star-Hub) basis. Our company architecture is designed with ADAPT by Design principles. The idea is to separate the people responsible for execution, who work IN the business, from the people responsible for strategy, who work ON the business.

The acQuire community spirit is driven by our employees to provide for and engage with their peers and the world they live in. For example, The acQuire Social Club and the Community Connect committee are two such groups that help acQuire to engage with their peers and society at large.

- Recognise you are joining a company made up of different cultures and ethnic backgrounds but with ONE integrated organisational culture.
- Recognise that to become part of the fabric of acQuire, you need to be connected.

ASK YOURSELF

- Do you think you have been operating in ONE company? If not, why?
- Have you done anything to enhance the ONE company objective?
- Do you understand the concepts of working IN the business and working ON the business?
- Do you feel connected within acQuire?
- Are you a member of any of the committees or clubs within acQuire?



The Role of a Cultural Leader

Cultural Leaders are the sounding boards and custodians of the acQuire culture. They inspire the culture and core values by mentoring our employees and provide different viewpoints and support. The common Cultural Leadership traits include:

- Living and breathing the company core values
- Inspiring others to contribute to the culture
- Being approachable i.e. employees can walk up to them to ask for assistance
- Taking time to get to know their cohorts and understanding their personalities
- Providing opportunities for their cohorts to grow professionally and personally
- Being honest about their shortcomings and not afraid to make mistakes
- Being transparent and open about communication

- Treating everyone with equal respect
- Being open to feedback for improvement
- Wanting to “belong” to the acQuire community because they identify with the values i.e. they are not just doing a job

The acQuire culture is defined by the Values Constitution, and any changes to it have to be approved by all Cultural Leaders. Anyone in acQuire can submit requests for modifications to the values, but the Director of s(Culture) will research and ratify the changes.



Community Connect

acQuire has been contributing financially to worthwhile causes around the globe for many years. As the company grew, so did the dedication to support charitable causes. With this in mind, acQuire formed the Community Connect committee.

The Community Connect committee is investigating ways in which we can make a difference in our communities worldwide.

Every staff member is encouraged to nominate themselves for this committee. It is expected that acQuire has at least one Community Connect representative from each office around the world.

Regional committee members are responsible for recommending worthwhile projects in their regions. The budget is derived from a combination of staff and company contributions.

The majority of the funds go to regionally nominated organisations. Any remaining funds are utilised for meaningful causes throughout the year, at the committee's discretion.

If you are a staff member and would like to be involved in the Community Connect committee, please email cc@acquire.com.au.





See you **tomorrow**

acquire

connect · create · commit