

DANIEL THWAITES



ELMA... MY CONVERSATION

TEAM
MEMBER'S
PREPARATION

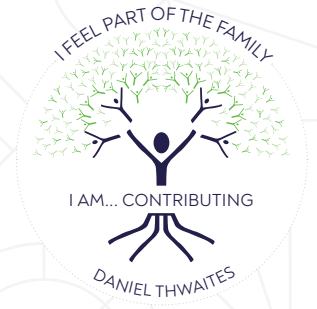
My name:

My job:

My managers name:

My property:

Date:



ELMA... My Preparation


Let us begin by introducing Elma...

Elma Yerburgh was the only daughter of Daniel Thwaites and an inspirational Owner and Chairman of Daniel Thwaites Brewery from 1888 to 1946. She was known for her passion for people and their wellbeing, a passion that we are proud to keep alive for those who are part of Daniel Thwaites today.

We have taken Elma's legacy and allow it to help us today – to inspire, engage and motivate our teams across our family business and in particular for you. ELMA is a quite simply a conversation – designed to give you an opportunity to talk about the difference that you make to the Company, how things are going and what goals we can set to help you to enjoy your job more and make more of a difference to our successful family business.

Our success is defined by our ability to apply the human touch across our company – the cornerstone of that is communication – and talking is the starting point of that – that is what ELMA is.

It doesn't matter whether you serve customers/guests in property or work in Head Office, every single one of us can impact the customer/guest experience through the work we do and we all have a role to play in that.

 **Rick Bailey**
Executive Chairman

To help us smash our business performance and profitability, ELMA focuses on 3 things:

WHAT I DO...
Our Purpose
How are you helping deliver our purpose every day at work?

HOW I DO IT...
Our Principles
What are you doing to bring our principles to life?

MY GOALS...
What are you going to do to make a positive difference to our business performance?

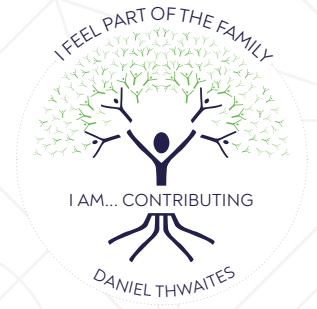
What I do... Our purpose

Everything we do should help contribute towards our purpose:

Making people feel at ease... through our real hospitality delivered in a socially responsible way by friendly faces in our outstanding properties in great locations.

Thinking about what you do, tell us how you think you got on with the following statements:

		I've lost my way	I'm getting there	I'm on track	I'm ahead of the game
Making people feel at ease	I always go the extra mile for our guests, teams and colleagues	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Outstanding properties	I take care of where I work and pick up on small details to help deliver brilliant standards	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Socially responsible	I am confident about what I am doing and always do the right thing	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Friendly faces	I love coming to work and am always warm, friendly and authentic	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>



ELMA... My Preparation

How I do it... Our principles

The Daniel Thwaites principles are at the heart of how we do things at work.

An Eye for Quality

- We endeavour to be the best by providing first class products and services, outshining the competition with meticulous attention to detail.
- We deliver this service consistently, with love and passion.
- We maintain high standards, always challenging ourselves to be better.

Innovation

- We endeavour to stand out from the rest and inspire creativity.
- We do this by staying ahead of trends, being adventurous, trying new things and not being afraid to make mistakes.
- We celebrate individuality, entrepreneurial spirit and brave thinking, helping us develop and move forward.

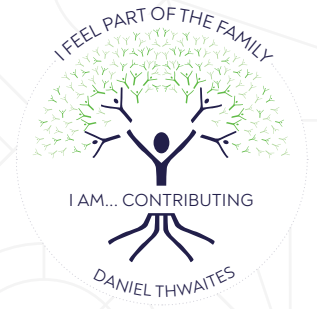
Craftsmanship

- We endeavour to bring skill and expertise to everything we do and we will not compromise.
- We deliver this by taking pride in our work, growing our talent and respecting our heritage.
- Our eye for detail and tenacity helps drive excellence and build trust in our brand.

Warm Hospitality

- We endeavour to provide the warmest of welcomes and exceptional customer service, going the extra mile to create a unique experience.
- We do this by appreciating every customer is different, anticipating needs and exceeding expectations.
- Our service is honest and genuine, packed full of personality and delivered with a smile.













Can you provide a couple of examples of where you have brought these to life recently?



ELMA... My Preparation

My goals

How have you got on with your previous goals set?
Refer back to your previous ELMA or postcard for details (if applicable).


	Put a quick reminder of your previous goals here	I've lost my way	I'm getting there	I'm on track	I'm ahead of the game
Goal 1		 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Goal 2		 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Goal 3		 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>

Before your ELMA conversation have a think about the following questions (in relation to recent work):


- What has gone well?
- What hasn't gone well/what did you learn?
- What help do you need in the future?

Thinking about everything in this form...


How do you think you have got on overall – rate yourself on the smile scale.




I've lost my way



I'm getting there



I'm on track



I'm ahead of the game