

OUR COMMITMENT

*VISION
DIRECTION
MISSION*

*PROFESSIONAL CULTURE
VALUES
BELIEFS
PHILOSOPHIES
PRINCIPLES*

ISO 17025



ACCREDITED



Our Commitment

	<u>Page</u>
VISION	1
OUR DIRECTION	2
MISSION	3
PROFESSIONAL CULTURE	4
VALUES	5
OCCUPATIONAL HEALTH & SAFETY	6
PEOPLE	8
ENVIRONMENT	10
PERSONAL & CORPORATE INTEGRITY	11
QUALITY & CONTINUOUS IMPROVEMENT	13
KNOWLEDGE	15
OUR CUSTOMERS & MARKETS	17
FINANCIAL PERFORMANCE	18

*Revision No. 6
July 2007*

Vision

Jana Laboratories will be the pre-eminent piping systems technology firm in the world. Pre-eminence is defined as pace setting performance excellence in Personal & Corporate Integrity, Safety, Quality, Environmental Care, Financial Performance and the application of Knowledge. Pre-eminence for Jana also includes excellence in the Care, Concern & Development of its People, its Customers and the industry.

Our Direction

Safety, Concern & Care for People, Protection of the Environment and Personal & Corporate Integrity are this Company's highest values and we will not compromise them. We will be an integral part of the industry and are committed to help drive our Customers' growth and profitability. We are committed to be a Quality centered organization, dedicated to innovation and Knowledge driven by Continuous Improvement with our overall success measured by our Financial Performance.

Mission

Our Mission is to provide our Customers, the users and makers of engineered piping systems, value-centered engineering solutions to meet their business needs.

Our focus on Knowledge and Continuous Improvement provides our Customers with the best technology in the world.

Our commitment to our People, Quality and Personal & Corporate Integrity provides our Customers with the best product available in the world.

Our dedication to Safety, the Environment, the industry and Financial Performance provides our Customers with the assurance that we are the best partner available in the world.

Professional Culture

Beliefs

- ✦ Compensating dedicated and motivated people at above average levels for above average performance is beneficial for both the employee and the company.
- ✦ Meeting objectives is a cornerstone for individual and corporate success.
- ✦ Substandard performers decrease overall morale and each individual's motivation and efficiency.
- ✦ Exceptional performers increase overall morale and each individual's motivation and efficiency.
- ✦ Anything can be better accomplished by a team rather than by an individual.
- ✦ Corporate and inter-employee training/coaching leads to improved job fulfillment, motivation and productivity.

Philosophy

If we attract the best people and reward their performance, Jana will attain its Vision.

Principles

- ✦ Meeting objectives is a condition of employment.
- ✦ Jana will reward performance.
- ✦ Jana expects performance and will act decisively to eliminate or remedy unacceptable performance.
- ✦ Jana is a team based organization.
- ✦ Jana will develop and train its employees in order to increase productivity.
- ✦ Jana employees will actively pursue opportunities for coaching/mentoring.
- ✦ Employees are expected to display ownership around their primary objectives and act as leaders in their accomplishment.
- ✦ Jana pays for performance not hours.

Values

- ▣ Occupational Health and Safety
- ▣ People
- ▣ Environment
- ▣ Personal & Corporate Integrity
- ▣ Quality & Continuous Improvement
- ▣ Knowledge
- ▣ Our Customers & Markets
- ▣ Financial Performance

Occupational Health & Safety

Beliefs

- ✦ All accidents are preventable.
- ✦ All occupational illnesses are preventable.
- ✦ People are our most important resource.
- ✦ Concern & care for the health and safety of people must precede concern for other business objectives.
- ✦ To achieve excellence in safety, management must demonstrate leadership and set an example in its commitment.
- ✦ A change in safety performance can be an early indicator of changes in other aspects of business performance.
- ✦ Safe, healthy employees enhance the company's competitive position
- ✦ Excellence in safety drives excellence in other aspects of business activity.
- ✦ Involvement in safety activities develops knowledge of safety technology, increases sensitivity to hazards and helps prevent occupational injury and illness.

Philosophy

We are committed to excellence in safety and occupational health for all our people on and off the job. Safety management is an integral part of our business and is built on the belief that all injuries and occupational illnesses are preventable. Further, we believe that we are all responsible and accountable for our own safety and also that of our fellow employees. We believe that managers are responsible for the safety of those in their organization.

Principles

- ✦ Each employee is responsible for safety and occupational health as a condition of employment.
- ✦ All employees are accountable for their own safety and for the safety of fellow employees.
- ✦ Management is responsible for the prevention of injuries and occupational illness and is accountable for results.
- ✦ We will involve all employees in safety and occupational health activities as a means of generating and sustaining a high level of safety motivation, knowledge and performance.
- ✦ We will comply with all occupational health and safety laws and regulations and strive to exceed them.
- ✦ We will provide a safe and healthy work environment.
- ✦ The safety and health of employees off the job is an integral part of our concern.

People

Beliefs

- ✦ People want to work in an environment of clearly and explicitly communicated goals, expectations and responsibilities.
- ✦ People want an objective, open and clearly defined progression system.
- ✦ People want to make a contribution and be recognized for it.
- ✦ The productive capability of employees is the company's most important asset.
- ✦ People want to be treated in a consistent, fair and sensitive manner.
- ✦ Employees who are well informed on a broad, work-related basis and who can speak in a free and open manner, are better prepared, and motivated, to contribute to the business.
- ✦ Employees who share in the results of the business will more consistently make decisions that positively influence those results.
- ✦ Security comes from personal and collective (corporate) performance
- ✦ People want to be treated with respect.
- ✦ People want to be treated as responsible individuals who can, and want to, grow in both skill and contribution.
- ✦ An individual's capability to perform is not dependent or related to one's gender, religion or skin colour.
- ✦ People are nervous of change but can respond well to it with credible and continuous communication and direction.
- ✦ People are capable of managing their own development, their increase in contribution, etc more efficiently than a manager.

Philosophy

In all our dealings with employees, we will strive to preserve and enrich the fundamental value and worth of the individual and to strengthen our strong positive relationships with employees. We will generate an atmosphere of trust, mutual respect and personal dignity. When people issues arise, we will deal with them in the fairest and most sensitive manner possible. We will expect our employees to foster a fair and respectful environment for all. We will not tolerate actions or words that negate an individual's dignity by negatively focusing on a physical disability, gender, religion or skin colour.

We intend to attract, challenge and retain highly talented people and help them develop to their full potential. We will work to design roles that will provide stimulating and exciting opportunities for all and in which each of us can find meaning and significance in our work.

Principles

- ✦ A clear, objective and open progression system will be maintained for all employees.
- ✦ We will create an environment in which there is a free flow of information and knowledge useful to individuals that is receptive to people expressing their ideas, exercising their judgement and positively influencing their work situation.
- ✦ Employees will share in the profitability of the company.
- ✦ We will encourage individual initiative and contribution.
- ✦ We will invest in our people's skills and capabilities.
- ✦ We will strive to build credibility and trust in our relationships with our employees through consistently fair and sensitive treatment of people.
- ✦ We will stretch our people to continuously improve and grow.
- ✦ We expect our people to be able to operate without regular supervision and to organize themselves and others in order to meet their goals.
- ✦ We will communicate the corporate goals and results in order to align the individual's activities with the direction of the company.
- ✦ We will recognize and reward excellent performance.
- ✦ We will be committed to our employees and expect our employees to be committed to the company.
- ✦ We will recognize that job security and a progressive, meaningful work environment are essential to developing employee commitment.
- ✦ We will ensure that each employee has a real, clearly defined additive and distinctive role within which they can achieve influence over their work environment.
- ✦ We will all operate as one unit to achieve common over-reaching goals.

Environment

Beliefs

- ✦ Protection of the environment is essential to ensure quality of life.
- ✦ A responsible company will act to protect the environment.
- ✦ Operation of our processes should not cause harm to our employees, the community or the environment.
- ✦ Excellence in environmental matters will be perceived positively by the community, shareholders, employees, customers and the marketplace.
- ✦ Employees, customers and the public have a right to know about the environmental effects and hazards of our products and services.
- ✦ Management must demonstrate leadership and set an example in its commitment to the environment.
- ✦ Protection of the environment is the responsibility of each employee in the normal course of our work.

Philosophy

Protection of the environment is an integral part of doing business. We are committed to operating in a way that protects people, property and the environment throughout our business activities. We will operate in a manner in which our actions are transparent to all with respect to our impact on the environment.

Principles

- ✦ We will take proactive, responsible action to protect the environment.
- ✦ We will understand the environmental concerns of the public and be familiar with the scientific information available on the issues.
- ✦ We will meet the requirements of the law as a minimum.
- ✦ We will make protection of the environment an early and integral part of the process leading to new products, services and operations.
- ✦ We will provide an environmentally sound workplace.
- ✦ We will minimize the generation of waste and dispose of our wastes in an environmentally sound matter.

Personal & Corporate Integrity

Beliefs

- ✦ It is fundamental to our very existence that we will behave with integrity, both corporately and personally.
- ✦ The long-term health and success of the company depends in good part on its integrity and that of its people.
- ✦ We will always be better for having done what is right rather than what is expedient.
- ✦ Integrity relates to everything the company and its employees do, but, particularly, it relates to the way we meet our obligations towards:
 - ✦ Employees
 - ✦ Customers
 - ✦ Shareholders
 - ✦ Government
 - ✦ Suppliers
 - ✦ The Community
- ✦ In return for a tradition and reputation of integrity, we gain the trust, respect and cooperation of the key groups listed above. Thus we maintain and improve our competitive position.
- ✦ Integrity is catching. The more we practice it, the more firmly it becomes part of our culture and affects all our actions.
- ✦ Integrity must be practiced at every level in the company.

Philosophy

We will conduct our affairs to the highest ethical standards and work diligently to be a leading corporate citizen. Our dealings with fellow employees, customers, shareholders, government, suppliers and the public in general will be conducted with integrity, both corporate and personal. In this way, we will gain a reputation for integrity and this will help to drive our business forward.

Principles

- ✦ We will be fair and honest in all of our dealings on behalf of the company.
- ✦ We will do what is right rather than what is expedient.
- ✦ We will conduct all of our dealings with suppliers, customers and others in a manner that excludes consideration of personal advantage.
- ✦ We will respect the individual dignity and the legitimate rights and interests of our fellow employees.
- ✦ We will be a good corporate citizen in the community in which we operate.
- ✦ We will be concerned not only with what our action is but also with how it is perceived.
- ✦ We will regularly monitor our actions to ensure that we are living up to the standards which we have established.
- ✦ We will not tolerate unethical behaviour.

Quality & Continuous Improvement

Beliefs

- ✦ Quality is understanding and serving customer requirements, needs and expectations consistently.
- ✦ Quality and Quality Management are all encompassing; they apply equally to internal and external customers, to all tasks and in all functions.
- ✦ An effective quality process must be based on a culture of prevention of problems and continuous improvement rather than detection and correction.
- ✦ Every employee can affect and impact quality and so has a responsibility and accountability for quality and continuous improvement.
- ✦ Management must actively participate in the quality and continuous improvement process and set an example in its commitment.
- ✦ In this very competitive business world, complacency will result in mediocrity or the end of our business; the winners will be those who continuously improve every aspect of their business.
- ✦ Improvement is defined as the identification, measurement and betterment of key performance indicators for the business.
- ✦ We must drive for continuous improvement in:
 - ✦ Market Positioning
 - ✦ Breadth of Offering
 - ✦ Operational Performance
 - ✦ Knowledge and its Application
 - ✦ The Contribution of each Employee
 - ✦ Business Results
- ✦ Innovation is the drive for Continuous Improvement which brings Value to Clients by providing them with Products/Services to meet their changing needs which then helps to build and maintain our competitive advantage.

Philosophy

We are committed to Quality Leadership in products, services and systems that, through continuous improvement and innovation, serve the needs and expectations of our customers.

Quality management is an integral part of our business and is built on the understanding that everyone is responsible for doing the correct thing right, the first time, so that our customers rely on us as their preferred supplier. Our quality must be of such a high level that our reputation and credibility continuously grow in the most positive and beneficial light.

Principles

- ✦ Management will exercise leadership in quality and continuous improvement by setting goals and in seeing that they are achieved through planning, resource allocation, education and auditing performance.
- ✦ We will seek suppliers who place high value on meeting our needs and who are willing, where necessary, to engage in cooperative efforts towards improvement.
- ✦ Our quality leadership will be supported by a management approach that is focused on prevention and continuous improvement.
- ✦ Having a reputation for quality provides a better product to our customers as they present our data, leveraging our credibility, to the industry. In this way, our quality system is able to provide a competitive environment to our customers.
- ✦ We expect every employee to accept quality and continuous improvement as a fundamental component of their role.
- ✦ We will identify, measure and improve against the key performance indicators of our business.
- ✦ We will welcome actions and suggestions for improvement in all areas of our business.

Knowledge

Beliefs

- ✦ Knowledge is the bedrock of the value we offer to our customers.
- ✦ Knowledge is the result of processing information; it is information in a useful form.
- ✦ The application of knowledge results in useful and valuable products/services for our customers.
- ✦ Knowledge is highly valued.
- ✦ Continuous improvement in knowledge is necessary to remain ahead of competition and to be able to bring increased value to customers
- ✦ The attainment of knowledge requires focus and systematic effort.
- ✦ Our knowledge is the ultimate means of differentiating ourselves in the market.
- ✦ Our knowledge includes technical, operational and managerial components.
- ✦ The appropriate perception of our knowledge in the market is as important as the attainment of our knowledge.

Philosophy

The application of knowledge is our core activity in that it enables us to create new products and services that bring value to our customers. Our knowledge must encompass all critical aspects of our business activities. We will be a focused organization that is driven to work towards the attainment of knowledge and then to apply it aggressively.

Principles

- ✦ We will invest in the capability of our employees to attain knowledge in the following areas:
 - ✦ Technology
 - ✦ Operations
 - ✦ Management
- ✦ We will value knowledge and our progression system will reflect this value.
- ✦ We will apply knowledge in the development of new products/services.
- ✦ We will be cautious to claim knowledge where we are uncertain.
- ✦ We will be aggressive in claiming knowledge where we are certain.
- ✦ We will organize ourselves around the attainment, communication and application of knowledge.
- ✦ We will honor and reward knowledge.

Our Customers and Markets

Beliefs

- ✦ Our customers are the root of our success.
- ✦ Our customers deserve to receive that highest value for a fair price.
- ✦ A strong, perceptive and innovative focus on the values and needs of our direct and indirect customers will enable us to be responsive in designing offerings with more value than those of our competitors.
- ✦ Our customers must perceive us as bringing more value to them than the competition.
- ✦ Our success is predicated on the success of our customers.
- ✦ Involving employees in the interaction with customers will improve our total value offering to our customers by sensitizing our employees to our customers and their needs.
- ✦ Our total offering to our customers can always be improved.
- ✦ Each Market is a grouping of individual customers which drive a set of unique forces that continuously shift the pattern of events.

Philosophy

We will strive to bring, and be perceived to bring, ever increasing value to our customers. The value we bring to our customers must always be superior to our competition in matter and perception. We expect all employees to keep our customers in focus when applying themselves in their roles within the company. We expect that all our employees will understand that our success is directly linked to that of our customers.

Principles

- ✦ In all our efforts, the customer will be our driver and guide.
- ✦ All corporate systems and practices will exist only to provide a cost-effective, distinctive and additive contribution to meet our customers' needs.
- ✦ We will interact with our top customers regularly through meetings, industry events and telecommunication.
- ✦ We will maximize the involvement of each employee so that each understands his role in the total integrated process of delivering value to the customers and the customers' customers.
- ✦ We will act with knowledge that our customers' success is directly and completely connected with our success.

Financial Performance

Beliefs

- ✦ Revenue and earnings must grow over time if the company is to meet stakeholder (shareholders, employees, suppliers, etc) expectations.
- ✦ Financial Performance is important for its contribution to enhanced shareholder value.
- ✦ Growth involves risks, but there are higher risks associated with not growing.
- ✦ A Financial Performance goal must be consistent with our values.
- ✦ All employees can contribute to the Financial Performance of the company as defined by revenue and earnings.
- ✦ Business growth will provide every employee with additional career opportunities, new challenges and increased security.
- ✦ Successful Financial Performance is best achieved by:
 - ✦ Building on our strengths
 - ✦ Focusing on areas that deliver the highest value
 - ✦ Bringing a distinctive and additive contribution
 - ✦ Maintaining a low cost position
 - ✦ Focusing on areas that are knowledge based
- ✦ Financial Performance requires processes and resource commitments that are ongoing and consistent.

Philosophy

Profitable growth opportunities that will provide Financial Performance will be aggressively pursued both through extending existing businesses and by developing new businesses. Financial Performance requires the commitment and active support of all employees. We will assign priority and provide the resources needed to aggressively pursue and succeed in the opportunities essential to achieve our Financial targets. Financial Performance will be achieved through persistence, always acting consistently with our values.

Principles

- ✦ We will target an annual revenue growth target of 25%.
- ✦ We will maintain an annual earnings level of 12% of Revenue.
- ✦ We will seek growth through all available avenues, such as resale, acquisition, extension, partnering, etc.
- ✦ We will be the first or second in our business areas globally.
- ✦ We will always deliver Financial Performance in a manner that does not conflict with our expressed values.
- ✦ We will develop and maintain a high-level capability to attract, hire and retain quality Jana People so as to facilitate our Financial Performance.

#JANA LABORATORIES INC.

