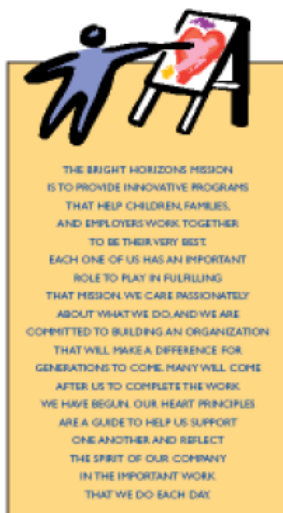


Bright Horizons Heart Principles – Values Brought to Life

Honesty Excellence Accountability Respect Teamwork

HEART Principles

- **Communication is at the heart of all we do.** We are engaged in the moment, giving each child, parent, coworker, or client our full attention.
- **We give explanations, not orders.** As we lead and inspire, we use every opportunity to teach, not just tell.
- **We value input from our coworkers.** We are interested in and respect the opinions of those with whom we work — we want to know what others think.
- **We celebrate and encourage the diversity of adults in our community in the same way we cherish and respect the individuality of the children in our care.** We strengthen our organization by embracing diversity and never allowing acts of non-acceptance.
- **We create an atmosphere of honesty and trust by openly communicating with one another.** We resolve our conflicts within the Bright Horizons family. When we are upset with an individual we do not complain to others; we have the courage to speak to the subject of our concern.
- **We are accountable for our actions.** We admit and learn from our mistakes; we do not dwell on them.
- **As leaders in our field, we are committed to continuous learning and improvement.** We challenge ourselves to ask questions, seek solutions, and embrace new ideas.
- **We are problem-solvers, not problem-dodgers.** Whoever receives a question or concern owns it until it is resolved. When the dirty diaper hits the fan, some people run for cover; we break out the cleaning supplies.
- **We ask the question, "Why not?"** before we say "no" to employees, parents, and clients, with the understanding that an unconditional "yes" is not always the appropriate answer.
- **Our clients and families of children in our care count on us.** We listen to their needs and concerns and then respond with a sense of urgency.
- **"Quality" is a description we earn and maintain every day by attending carefully to the small tasks.** Quality carries through to how we perform, how we present ourselves, how we maintain our facilities, and how we rally together as a team to respond to new challenges.
- **We cannot afford to develop solutions that cause us to be profitable at the expense of quality, nor can we afford to have quality at the expense of profit.** Profit is our oxygen line, a life-giving element without which we could not continue to fulfill our mission.
- **Growth is our security.** To sustain our growth, people must also grow professionally. We embrace new ideas and are committed to developing our future leaders.
- **We recognize each other's efforts in achieving our goals and find ways to celebrate our successes.** We consider each other's contributions, time, and feelings by acknowledging each other and saying, "thank you."
- **We are doing serious and important work.** We take pride in what we do, and we must never lose sight of the joy and fun in our work.



Honesty Excellence Accountability Respect Teamwork