

## Our Purpose

Our purpose is to support the ambitions of the people and businesses of the UK by delivering specialist financial services.



## Your Purpose



# Your Purpose & Performance Profile

## Who you'll be working with

## The skills you'll bring

## What you will do day to day



What does success look like for you?



**You will make a real impact by:**

## Our values

Our culture is built upon a commitment to do the right things for customers, our colleagues, our wider stakeholders, and the world around us. Eight values underpin our culture and the way we do our business.

Doing the right things means making clear and ethical decisions, understanding the implications of our actions, being accountable for them and making a commitment to speak up and put things right where we see something that is wrong.



### Fairness

To work together to ensure fair outcomes for all our customers



### Professionalism

To maintain the highest standards and deliver our products and services with care and accuracy



### Integrity

To be honest and open in everything we do



### Humour

To ensure we have fun while achieving success!



### Commitment

To drive the business forward with determination and to do so with effort and enthusiasm



### Creativity

To identify and create new business opportunities and apply creative and effective solutions to problems



### Teamwork

To work in harmony and collectively towards the delivery of our overall objective



### Respect

To treat people as individuals and listen to their views

## Our code of conduct

Our Code of Conduct is designed to help you navigate through the vast array of decisions that you will need to make to deliver effectively on our purpose. You can view a copy of our Code of Conduct [here](#). As a regulated firm we are also subject to the below conduct rules:

1

**You must act with integrity**

2

**You must act with due skill, care and diligence**

3

**You must be open and co-operative with the FCA, PRA and other regulators**

4

**You must pay due regard to the interests of customers and treat them fairly**

5

**You must observe proper standards of market conduct**

6

**You must act to deliver good outcomes for retail customers**

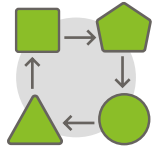
# Our Leadership Commitment

We all deserve to have a great manager. Our managers commit to delivering inclusive, inspiring, and impactful leadership. For us, this looks like:



## Empathy

Having and applying emotional intelligence to understand and engage with others more effectively. Using both self-awareness and the understanding of others to react positively to different situations.



## Adaptability

Having the skills and willingness to adapt at pace to changing circumstances and environments. Being comfortable with ambiguity, maintaining personal resilience and learning from experience.



## Creative Thinking

Having the skill to incorporate creative and innovative practices into tasks, activities and interactions, bringing new perspectives into the workplace.



## Coaching

How we support others to explore and unlock their potential using coaching tools and techniques and building a trusting coaching relationship.



## Teamwork

The coming together of a diverse group of people to deliver a common objective. Working well together, but open to new ideas and challenge. Creating a safe, inclusive environment to experiment, make mistakes and improve.



## Customer Excellence

How we build and maintain trusted relationships with internal and external customers based on a deep understanding of customers' needs. It's about communicating clearly and working in partnership.



## Decision Making

How we make effective decisions on a day-to-day basis, taking ownership of decisions and demonstrating sound judgement.

If you are a manager of people you will help your people to be their best by:

### Sharing our purpose

- agreeing objectives
- reviewing them regularly
- enabling continual improvement

### Checking in

- managing as a coach
- providing and seeking feedback
- agreeing and setting outputs
- supporting employee well being

### Reward and Recognition

- providing in the moment appreciation (Mo)
- celebrating achievements
- rewarding fairly

### Career and learning

- managing as a coach
- enabling an employee led approach
- agreeing development plans
- supporting aspirations

### Performance enhancement

- providing timely and honest feedback
- plan for success by agreeing a clear plan of action with goals and required support identified and reviewed regularly

Frequent and meaningful conversations