

# Our values

## People

We care about the happiness and well being of our customers and employees

- I proactively seek support from and offer support to, my colleagues to get the best outcomes for our customers.
- I take ownership for my own learning to continually enhance my performance.
- I positively contribute to an engaged and motivated team to deliver solutions we can be proud of.

## Passion

We approach everything with energy, determination and enthusiasm

- I demonstrate determination to get the best outcomes for my customers.
- I have a positive mindset when engaging with others to build an energising environment.
- I am an advocate for our organisational values and take ownership to speak up and challenge behaviours which do not reflect these.

## Inclusion

We draw strength from our differences and work collaboratively

- I role model collaboration to avoid silo working and achieve the best outcomes for my customers.
- I treat people with respect to nurture honest and trusting relationships.
- I value difference and embrace new ideas to achieve my goals and contribute to L&Q's success.

## Responsibility

We own problems and deliver effective lasting solutions

- I hold myself and others accountable to deliver quality solutions for our customers.
- I actively give and receive feedback to help myself and others to improve and grow.
- I consider the customer voice and seek feedback to make meaningful decisions.

## Impact

We measure what we do by the difference we make

- I work in partnership with other teams and departments to find opportunities to measure and improve my service to our customers.
- I seek ways to positively contribute ideas and actions to continuously improve.
- I set and regularly update clear objectives with my manager to keep performance on track.

## Everyone at L&Q

If you are a people manager we expect you to display the behaviours above and the additional behaviours below:

## People managers

- I take ownership for developing the capability of my team in a variety of ways, celebrating their successes when they perform at their best.
- I interact and engage regularly with my team, creating an environment where people can be open about issues which impact their happiness and wellbeing.
- I role model a positive mindset, which focusses on customer empathy and a solution driven approach, when engaging with my team.
- I regularly connect with and motivate my team to ensure they are engaged in achieving the best outcomes for customers.
- I create an environment which promotes the value of difference and an inclusive mindset, and challenge when this is not demonstrated.
- I communicate and share information regularly with my team, inviting them to share their different ideas and opinions to contribute to creating the best outcomes for our customers.
- I regularly give open, honest and constructive feedback, actively addressing poor behaviour and poor performance when required.
- I am responsible for ensuring that as a team we follow processes and procedures to do things the L&Q way, challenging any non-compliance.
- I embrace creative, innovative ideas from my team that are different to my own and act on feedback I receive to continuously improve our service.
- I set clear objectives in collaboration with my team aligned to our departmental workplan and measure performance against these on a regular basis.

If you are a leader at L&Q we expect you to display all the behaviours above and the additional behaviours below:

## Leadership

- I create a safe environment where people are encouraged to learn from their mistakes in order to develop and grow.
- I connect with and inspire people at a team and individual level to ensure they feel engaged in realising the organisation's vision and are guided by our organisational values.
- I anticipate and respond to the complex, adaptative challenges we face as a organisation with a positive, collaborative and inclusive mindset, connecting others to achieve the best outcomes for our customers.
- I am accountable for role modelling and supporting people to give open, honest and constructive feedback to each other and act on it accordingly.
- I place the needs of the wider business at the heart of my decision-making to deliver an efficient, effective service that removes complexity and delivers the best possible outcomes for our customers.