

Business Critical Values

What makes us who we are?

B Balance
U Understanding
S Standards
I Information
N Nitty Gritty
E Environment
S Sharing
S Society

C Customers
R Research
I Innovation
T Teamwork
I Irreverence
C Colleagues
A Ambition
L Learning

Balance. We run our business using ideas from balanced scorecards to ensure the needs of all stakeholders are met over both the long and short term.

Understanding. All non-personal company data is available to all colleagues who learn how to understand and apply this knowledge using ideas from Open Book Management.

Strategy. Strategy is deciding what race we want to run in and who we want to run against. Writing a business plan is easy; delivering it in a tough competitive environment is not.

Information. We practice what we preach and use technology to provide the information we need to minimise our internal overheads and maximise our external competitive advantage.

Nitty Gritty. We all have to work hard and work well to survive and prosper. No-one owes us a living and we can't afford to carry anyone who doesn't pull their weight.

Environment. We take sustainability seriously and measure, reduce and balance our carbon emissions. Our green credentials will increasingly underpin our offers to the market.

Sharing. Colleagues share in success – and failure – through performance related pay. Longer term value is achieved through a colleague share ownership regime (CSOR).

Society. We contribute to society and support the local community in which we operate. It's worth remembering that there are a lot of people worse off than ourselves.

Customers. Keep us in business and our service to them needs to be consistently higher than our competition. Outstanding customer service is the key differentiator in our crowded markets.

Research. We use continuous action research to bridge theory and practice. Our ability to translate theoretical best-practice into practical best-theory is a key competitive advantage.

Innovation. We look at how other people do things then synthesize them to provide something different and unique. Continuous innovation and improvement are non-negotiable.

Teamwork. Small, well-motivated teams are unstoppable. The effective working of teams of people is essential to our success.

Irreverence. Work should be more fun than fun. We want people to look forward to coming to work on a Monday. Every Monday. OK, nearly every Monday.

Colleagues. People are our biggest asset and we do everything we can to maximise their potential. We use the Investors In People standard to help ensure this happens.

Ambition. We aim to grow our business and the people in it. Our ambitious plans envisage more customers, more colleagues and more dividends. In that order.

Learning. Never ends. All colleagues have a personal responsibility to maintain their skills and capabilities to the standard required. All sensible help will be provided to achieve this.