

Brave



We are empowered to be experimental.

- We are supported when taking **measured risks**.
- We challenge negative behaviours by empowering one another to **speak up**, taking a **zero-tolerance stance** as a division.
- We are **unafraid** in reflecting on negative outcomes, and candidly explore the decisions which led us there.
- We are empowered and encouraged to be **innovative** regardless of our role.
- We **listen openly** to suggestions and new ideas.
- We assess and **communicate impact** to colleagues and stakeholders when implementing experimental approaches.

Collaborative



We are an inclusive division, working as a team towards shared success.

- We **champion diversity** and challenge bias, unconscious or otherwise.
- We are open about **common challenges** so as to learn from each other.
- We work well with **other divisions** to make connections and achieve common organisational goals.
- We are connected cross-departmentally and across **multiple locations**.
- We promote and support opportunities for internal **professional development**.
- We communicate **clearly** and **accessibly**.
- We **celebrate success** together and reflect on our achievements.

Impactful



We nurture professional excellence, encourage ambition and demand equality.

- We are **anti-racist** and stand against prejudice and discrimination based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- We expect and aim to deliver the **highest quality outcomes**.
- We encourage a culture of competently **making decisions**, solidly informed and designed for impact.
- We are solution focused, looking for ways around a problem.
- We are **proud** of our purpose and our institutional mission and achievements.
- We have **high aspirations** and **confidence** in our abilities.
- We are **ethical, responsible** and **accountable**.
- We encourage positive role models with **can-do attitudes**.

Adaptable



We are an agile and dynamic division with a proactive approach.

- We are **reflective** and **challenge ourselves** and others to improve at every opportunity.
- We are **mindful** of others' workloads, comfort and priorities.
- We are a **forward-thinking** team, always pushing ourselves out of our comfort zone.
- We encourage and support **excellence in change management** to help us embrace change positively.
- We enable our colleagues to **anticipate events** and to facilitate strong and effective solutions.

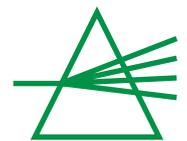
Kind



We are appreciative, supportive and respectful of our colleagues.

- We find **empathetic ways** to support each other to achieve positive outcomes.
- We are considerate and **inclusive**, recognising each other's unique perspectives.
- We **trust** and **respect** each other's professional skills.
- We openly congratulate, thank and **recognise** the contributions of others.
- We **spend time together** and get to know each other in a relaxing and fun environment.
- We encourage one another to prioritise our **wellbeing**.

Transparent



We value honesty and openness.

- We have consistent, two-way **communication channels** with those in leadership positions, without hierarchical barriers.
- We have a clear **view of our targets**, strategy and future goals to guide our decisions and priorities.
- We are consistently given adequate knowledge and awareness of all **divisional activities**.
- We take responsibility for our actions and strive for informed **decision making**.
- We foster an **atmosphere** in which our colleagues feel comfortable **speaking freely** and openly.
- We give and receive constructive, engaged **feedback** and we are proactive in how we use this to improve our work and our culture.