

# Our culture

Our purpose is to improve the lives of our customers, build a better society for the long term and create value for our shareholders. This shapes every aspect of how we do business

## Our Behaviours

---

### Straightforward

#### How we communicate

Building trust by doing what we say and saying what we mean. We are fair and transparent, open to feedback and always seek to communicate in a fair and genuine way.

---

### Collaborative

#### How we work together

Working together constructively; seeking out originality in ideas and valuing the diversity in our teams. We engage our networks and stakeholders to shape our ideas and manage the impact of our decisions.

---

### Purposeful

#### How we deliver

Balancing performance with principles to do what's right for the business and our customers. We work with pace and energy, always taking ownership and demonstrating excellent execution.



#### IMPROVING UNDERSTANDING OF MENTAL HEALTH ISSUES

Our 'Not a red card campaign' has been hugely successful in raising the subject of mental health, aiming to change perceptions.

"Hopefully through this campaign and others, we can break down those barriers and encourage more people to be open about mental health issues."

Nigel Owens, Rugby Union referee

# Our business principles



**Customer led**  
 We develop solutions to build financial resilience and meet our customers' present and future financial goals.

Our customers are at the heart of everything we do. We develop solutions to build financial resilience and meet their present and future financial goals. We strive to achieve great value, excellent service and responsiveness; being easy to deal with and communicate with.

**Examples**  
**Clear, warm communications**  
 Communicating with customers in a way that is clear, fair and not misleading is at the heart of our business. We seek to avoid jargon and technical language.

**Creating the right products**  
 Our product life-cycle management sets out the standards we require, and the approach we follow when designing, launching and managing products.

**Critical friends**  
 We use a number of charity sector professionals, known as 'critical friends', who help us review our existing products and services offered to customers. This helps us improve our service, processes and innovate new products.

**90 secs**

Approximate time for SmartQuote to produce a household insurance quote



**Economically and socially useful**  
 We aim to ensure our products, services and investments show both economic and social value.

Our long-term financial sustainability is for the benefit of our customers, employees, shareholders, suppliers and society at large.

**Examples**  
**Financial security**  
 We aim to embed being responsible in everything we do throughout our business. At the heart of our business is giving customers financial security throughout life with investments, insurance and retirement products.

**Active ownership**  
 We aim to improve the performance of the companies we invest in through responsible board behaviour and commitment to good environmental, social and governance practices.

**Real assets**  
 We create direct investments which generate better investment returns for our long-term money and help build cities, homes, jobs and communities.

**98.3%**

Percentage of life insurance claims paid out in 2017



**Fair and transparent**  
 We want to treat all the stakeholders in our business with integrity and openness.

We treat our customers, employees, investors, suppliers and regulators with integrity and openness. It should be easy to understand our intentions, provide us with feedback, challenge us and work with us. There is openness and transparency in how we make decisions and manage risks.

**Examples**  
**Speaking out**  
 We have launched a new 'speak up' initiative, part of our cultural commitment to listening and acting on feedback from employees.

**Working with NGOs**  
 Last year, 20 areas of our business worked with over 350 NGOs and experts to look at our policies and make sure we were fit for purpose.

**350**

Number of NGOs reviewing our policy areas to make sure that we are fit for purpose



**Inclusive**  
 We value inclusiveness and embrace difference to engage our people and empower them to deliver excellent customer outcomes and better business results.

We recognise and reward success, investing in the development and wellbeing of our employees. We strive to be a vibrant business that values inclusiveness and embraces difference, where our people are engaged and empowered to deliver outstanding business results.

**Examples**  
**50/50 by 2020**  
 This initiative is designed to encourage gender diversity and remove the barriers to women progressing throughout the company.

**Helping vulnerable customers**  
 Our insight into the needs of vulnerable customers helps us create products and investments which help people through difficult times. We liaise with charities and social enterprise experts to help guide us on how we can improve.

**50%**

There were equal numbers of male and female employees hired and promoted at the most senior level in 2017