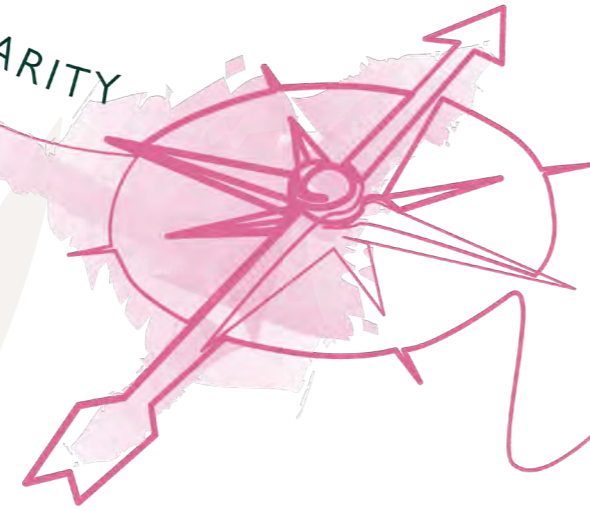


PARTNERSHIP BEHAVIOURS

ABSOLUTE CLARITY



Understand expectations to be clear on responsibilities

IN THIS TOGETHER



Work collectively to succeed as one team

CONTINUOUS IMPROVEMENT

Innovate at pace to transform our Partnership



DISTINCTLY PARTNERSHIP

Embody the mindset of a co-owner

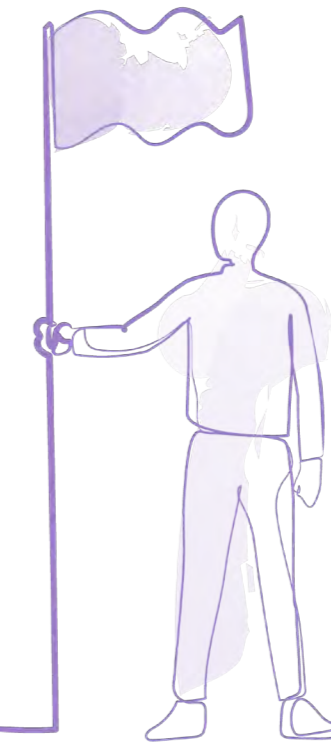
BRILLIANT RETAILERS

Delight our customers for a sustainable Partnership



OWNING IT

Actively contribute to make things happen



WHAT ARE THE DIFFERENCES BETWEEN LAYERS?

Understanding what's expected of me

Our Behaviours are for all of us, they're how we all must show up each day. They play a fundamental role in everything we do. Whatever our job, wherever we work, however we contribute to our success.

To define what our Behaviours mean in practice, we've broken them down into example actions - effectively what we each need to do to live each Behaviour, every day. The examples differ, depending on our role and how we lead in our business. So we've grouped them into four layers of expectation:

- Leading self
- Leading Partners
- Leading leaders
- Leading the Partnership

As we each progress our careers and change roles, how we need to show up may change, too. The Behaviours are cumulative, meaning that we need to demonstrate the Behaviours at previous layers, as well as our current layer to continue making a successful contribution. For example, all of us must deliver the expectations of Leading self, and, if we take on greater responsibility, we'll need to demonstrate the expectations of Leading Partners as well, and so on.

LEADING SELF

I act like a co-owner. My contribution supports our Partnership goals and I help my fellow Partners do the same

LEADING PARTNERS

I bring Partners together and support them to achieve our Partnership goals

LEADING LEADERS

I guide and empower leaders across different teams or areas to deliver our Partnership goals.

LEADING THE PARTNERSHIP

I shape and enable the delivery of our Partnership strategy, building a sustainable Partnership for us all

4 LAYERS OF EXPECTATION

LEADING SELF



DISTINCTLY PARTNERSHIP

Advance our democratic vitality
Actively participate in Partnership democratic activities, supporting our democratic vitality.

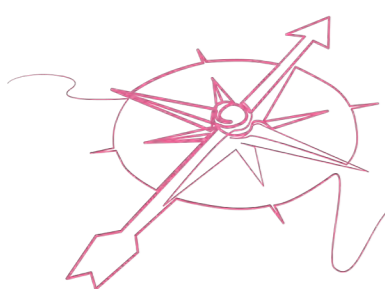
Lead in a co-owned business
Act like a co-owner, treating resources as if they're my own.

Have courage of conviction
Do what is right, and act resolutely.

Move the Partnership forward
Identify and act on opportunities to learn and grow, professionally and personally.

Champion inclusion
Respect everyone's point of view, using those to help us succeed.

Prioritise Partner wellbeing
Care for, and show up for, Partners.



ABSOLUTE CLARITY

Be clear on expectations
Clear on the expectations of my role and contribution.

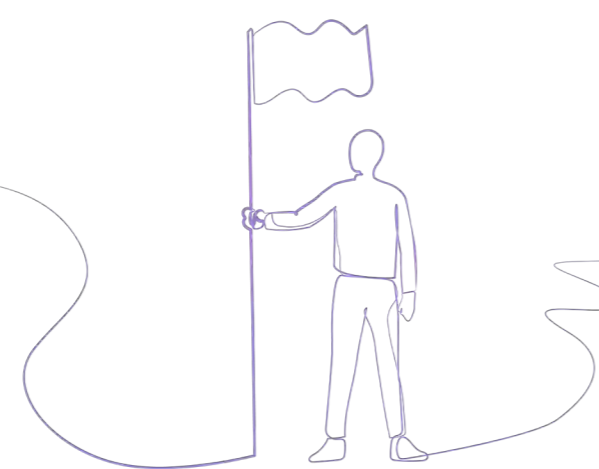
Keep it simple
Use plain language, making it easy for others to understand what needs to be done.

Be transparent
Share knowledge and expertise to help others have impact.

Inspire others
Stay on course and use positivity to lift others, even when things are tough.

Challenge Constructively
Ask questions, listen to, and respectfully challenge the views of others to find the best way.

Be Consistent
Others know what to expect of me, I am reliable in my actions and communications



OWNING IT

Be goal focused
Set and focus on achieving individual goals that contribute to a successful Partnership.

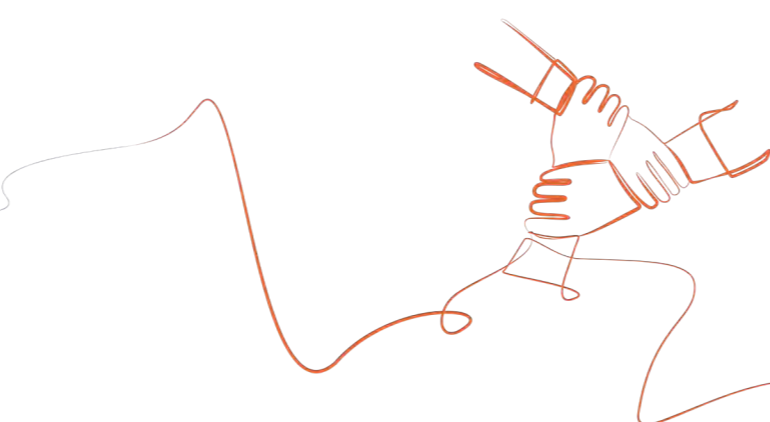
Take action
Take the initiative to get things done, delivering quality outputs on time.

Be accountable
Do what I say I will, holding myself and others accountable.

Ruthlessly prioritise
Dedicate my focus to activities of most value to the Partnership and customers, monitoring progress.

Make decisions at pace
Use my judgement to make a call, even in the face of limited information or guidance.

Empower Partners
Trust each other to get things done, providing support where needed.



IN THIS TOGETHER

Serve others
Go out of my way to help and support others to achieve the right outcomes.

Be authentic
Be myself at work and appreciate others for who they are.

Acknowledge Partners
Thank Partners for help and advice, celebrating their successes.

Create safe spaces
Encourage others to express their thoughts, concerns, and ideas freely.

Respect expertise
Know my own strengths, and those of others, to deliver our best.

Be true partners
Collaborate and adopt a 'one team' approach with others to achieve results.



BRILLIANT RETAILERS

Serve customers
Know your customer (internal and external) to provide outstanding service, every time.

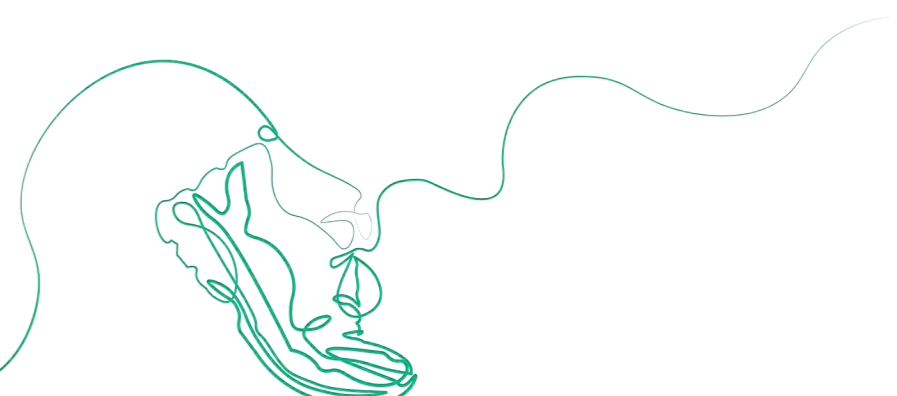
Anticipate and act
Listen to customers, using this knowledge to surprise and delight them, exceeding expectations.

Be commercial
Seize opportunities to be more productive, making profit and creating value for our customers.

Think sustainably
Use resources frugally without compromising the Partnership's long-term success.

Leverage data
Use data and insights to solve problems and determine actions, improving productivity and performance.

Be resourceful
Do my best with what is to hand, thinking creatively.



CONTINUOUS IMPROVEMENT

Be curious
Experiment with new ideas and ways of working, learning and adjusting as needed.

Enhance the Partnership
Share and act on ideas that improve the Partnership.

Challenge the status quo
Speak up when you believe something can be done better to drive improvement.

Embrace change
Accept, adapt and respond to change, acknowledging it is constant.

Adopt a coaching mindset
Make time for others, listening and asking questions to help them be at their best.

Act on feedback
Seek feedback, commit to act on it, and provide it to others.

LEADING PARTNERS



DISTINCTLY PARTNERSHIP

Advance our democratic vitality

Support Partners to participate in democratic activities, role modelling meaningful engagement with democratic representatives.

Lead in a co-owned business

Encourage and support decisions and actions that put the interests of the Partnership first.

Have courage of conviction

Be decisive and brave in my decision making, role modelling the Partner difference, standing up for what is right to my team.

Move the Partnership forward

Support my team's development by actively creating opportunities for Partners to grow.

Champion inclusion

Value each member of my team's unique contribution and know them individually, using this to make us stronger.

Prioritise Partner wellbeing

Prioritise the physical and mental wellbeing of my team, drawing on Partnership resources to support this.



ABSOLUTE CLARITY

Be clear on expectations

Set clear expectations and show how our work impacts the Partnership.

Keep it simple

Cut through complexity, making things relatable to the day-to-day of my team.

Be transparent

Keep my team informed, sharing information proactively and regularly.

Inspire others

Create a compelling vision - at a local level.

Challenge constructively

Create a safe environment for my team, enabling Partners to respectfully challenge and share ideas openly.

Be consistent

Keep promises made to my team, ensuring what I do aligns with what I say.

OWNING IT

Be goal focused

Engage my team to set measurable goals aligned to Partnership strategy, driving performance.

Take action

Support my team to deliver at pace, by overcoming obstacles to progress.

Be accountable

Own my team's productivity, holding them to account for their performance.

Ruthlessly prioritise

Manage my team's workload and plan their workflow to optimise performance.

Make decisions at pace

Role model timely and quality decision making, acting as an enabler for others to do the same.

Empower Partners

Create space for Partners to take ownership, supporting them along the way.

IN THIS TOGETHER

Serve others

Encourage my team to help each other to deliver 'Partnership first', considering their needs as well as my own.

Be authentic

Lead my team with integrity, creating commitment.

Acknowledge Partners

Recognise Partners, celebrating contributions that make a difference.

Create safe spaces

Create spaces where Partners feel comfortable showing up as their real selves.

Respect expertise

Utilise team skills, experiences, and capabilities, trusting my team to get the job done.

Be true partners

Connect my team with other teams to improve relationships and seize opportunities.

BRILLIANT RETAILERS

Serve customers

Drive outstanding customer service standards with and through others.

Anticipate and act

Share a developed understanding of customer expectations, cultivating a customer-first mindset.

Be commercial

Develop ways to improve my team's productivity and encourage Partners to seize opportunities to create more profit.

Think sustainably

Allocate resources using sound judgement, aligning my team's activity to the plan.

Leverage data

Gather and share information and Partner opinion to support decisions and drive performance.

Be resourceful

Identify opportunities where my team can leverage available resources more productively.

CONTINUOUS IMPROVEMENT

Be curious

Champion testing of new ideas and approaches, capturing learning to drive improvement.

Enhance the Partnership

Encourage Partners to spot and grab opportunities for innovation.

Challenge the status quo

Encourage my team to bring ideas of how we can improve, supporting implementation.

Embrace change

Support my team to embrace new or different ways, adapting as needed.

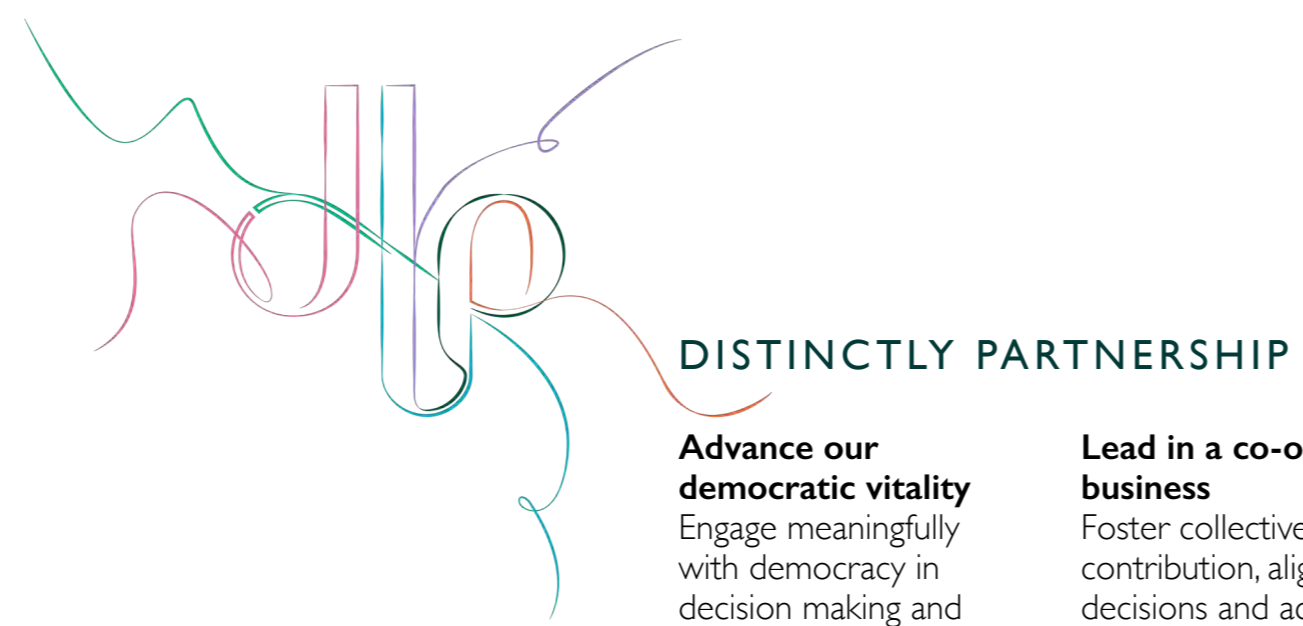
Adopt a coaching mindset

Develop contribution by coaching and supporting Partners every day.

Act on feedback

Ask for feedback on my team, actioning this to help them develop and grow.

LEADING LEADERS



DISTINCTLY PARTNERSHIP

Advance our democratic vitality
Engage meaningfully with democracy in decision making and actively promote greater democratic vitality.

Lead in a co-owned business
Foster collective contribution, aligning decisions and actions to the Partnership's success.

Have courage of conviction
Embody the principles of the constitution by taking difficult decisions, sticking to them, and rallying teams behind these.

Move the Partnership forward
Create pathways for development, role modelling a growth mindset.

Champion inclusion
Involve people (internal and external), harnessing their diverse skills and knowledge at the right time to deliver for the Partnership.

Prioritise Partner wellbeing
Actively develop our commitment to wellbeing and provision, championing supporting each other in the moments that matter.



ABSOLUTE CLARITY

Be clear on expectations
Interpret strategy, communicate direction clearly, and set aligned objectives.

Keep it simple
Reduce complexity, streamlining processes and structures.

Be transparent
Share information across teams, departments and brands, role modelling transparency.

Inspire others
Create a compelling vision to motivate teams and drive performance, particularly during change and transformation.

Challenge constructively
Embrace challenge from Partners, sharing with them how my actions are influenced by this.

Be consistent
Demonstrate commitment to Partnership strategy, advocating this through aligned action.

OWNING IT

Be goal focused
Guide teams to set shared objectives and track progress, creating alignment between goals and Partnership Strategy.

Take action
Focusing on and allocating resources to activities in support of Partnership Strategy.

Be accountable
Role model accountability by taking ownership for the Partnership's productivity and results.

Ruthlessly prioritise
Overcome resource contention by prioritising based on performance against strategic objectives.

Make decisions at pace
Enable teams to move forward with information to hand, using data, opinion, and judgement to drive momentum.

Empower Partners
Devolve decisions to teams closest to our customers, providing autonomy and trust to deliver outcomes.

IN THIS TOGETHER

Serve others
Look beyond silos to serve the interests of the Partnership as a whole.

Be authentic
Role model authenticity by showing vulnerability, to create settings where Partners can be themselves.

Acknowledge Partners
Facilitate peer recognition, creating environments where Partners feel appreciated.

Create safe spaces
Create environments that are safe and inclusive for everyone. ensuring interactions are based on mutual understanding and trust.

Respect expertise
Harness teams' strengths and talents to improve the quality of decision making.

Be true partners
Facilitate collaboration across the organisation, sparking greater efficiency and productivity.

BRILLIANT RETAILERS

Serve customers
Build a customer-centric environment where the customer is at the heart of strategic decision making.

Anticipate and act
Scan the external and internal environment, gathering and sharing customer insights to manage risk and opportunity.

Be commercial
Identify opportunities to create value and improve profitability in line with Partnership strategy.

Think sustainably
Create action plans aligned with Partnership strategy, investing shrewdly for long-term success.

Leverage data
Use internal and external data to identify opportunities and guide decisions to move the Partnership forward.

Be resourceful
Determine resource available to Partners, managing conflicts using Partnership strategy as the guide.

CONTINUOUS IMPROVEMENT

Be curious
Encourage teams to be curious, move ahead with new ideas, and creating feedback loops to improve performance.

Enhance the Partnership
Identify opportunities for change, mobilising teams to action this and leading

Challenge the status quo
Challenge existing thinking and insist on this from Partners and teams to drive improvement.

Embrace change
Promote agile ways of working across the Partnership, to effectively respond to change and ambiguity.

Adopt a coaching mindset
Champion the value of regular contribution discussions using coaching as well as identifying and addressing capability gaps.

Act on feedback
Enable continuous learning across teams, by gathering and sharing feedback consistently.

LEADING THE PARTNERSHIP



DISTINCTLY PARTNERSHIP

Advance our democratic vitality
Embed democratic vitality into strategic decision-making, actively promoting this amongst peers.

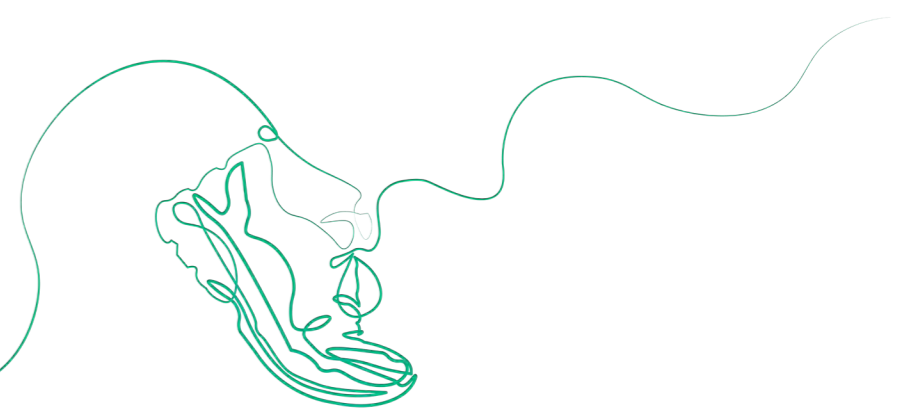
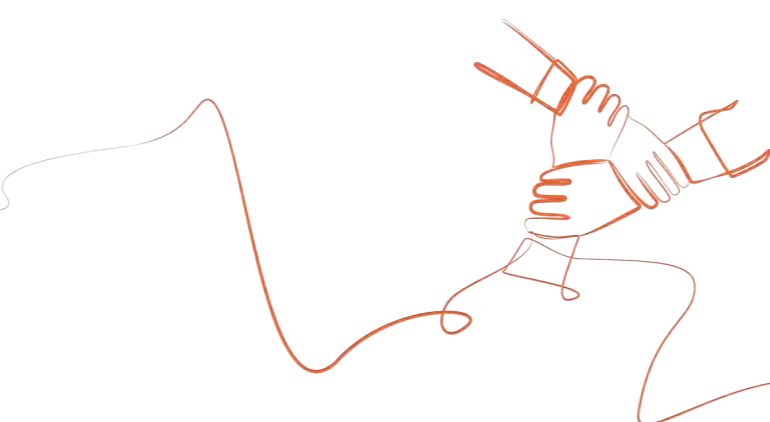
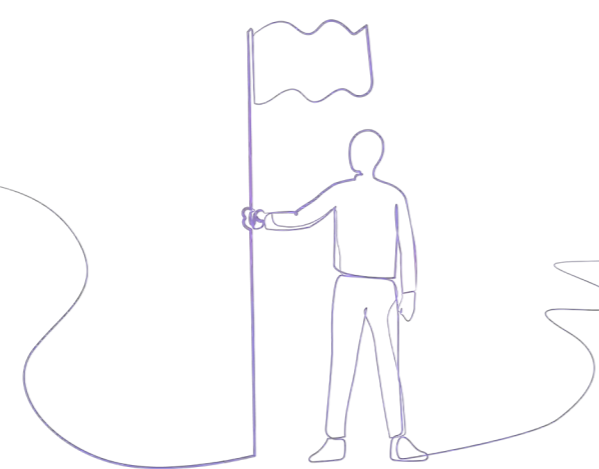
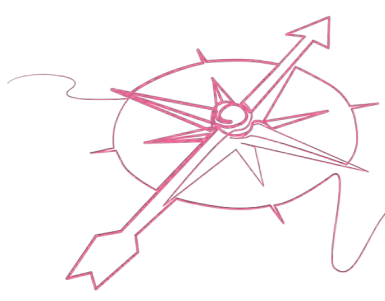
Lead in a co-owned business
Role-model servant leadership, recognising all Partners play a part in our success.

Have courage of conviction
Determine and stick by our strategic direction, defending it, providing clear rationale when challenged, embodying our Purpose.

Move the Partnership forward
Create opportunities for career development, in line with future capability needs, to nurture talent.

Champion inclusion
Create environments where identity, and what makes Partners unique, is celebrated.

Prioritise Partner wellbeing
Lead with empathy, creating an environment where everyone can be at their best, enabling innovation and execution.



ABSOLUTE CLARITY

Be clear on expectations
Align Partners and external parties behind an inspirational, ambitious, future-focused vision.

Inspire others
Excite and engage Partners to stay the course and deliver, demonstrating determination and humanity.

Keep it simple
Simplify complex messages to drive focus on key strategic priorities, ensuring systems and processes act as enablers.

Challenge constructively
Appreciate other perspectives when challenging for the good of the Partnership, demonstrating courage to speak up.

Be transparent
Champion transparency by sharing knowledge to encourage learning and collaboration.

Be consistent
Align messages and actions, advocating commitment and high standards from all to enhance performance.

OWNING IT

Be goal focused
Define, gain commitment to and cascade shared objectives, to drive execution of Partnership strategy.

Ruthlessly prioritise
Determine what to do, and not to do, based on available insight, and the interests of the Partnership

Take action
Commit to our strategic priorities and remove obstacles to action, enabling Partners to contribute.

Make decisions at pace
Decisively use data, Partner opinion, and judgement to move the Partnership forward at pace, whilst ensuring our democratic vitality.

Be accountable
Create a culture of ownership, accountability and consequence internally, and with external partners, to deliver impact.

Empower Partners
Empower leaders to make decisions and be accountable, encouraging Partners to trust their judgement and have a go.

IN THIS TOGETHER

Serve others
Role model taking action in service of current and future generations of Partners, embodying our role as custodians.

Create safe spaces
Create environments where empathy and mutual respect are at the heart of how Partners work together.

Be authentic
Demonstrate integrity, act sincerely, honestly and openly, to get the best from people and relationships internally and externally.

Respect expertise
Draw on internal and external expertise to identify and resolve issues that compromise our ability to deliver Partnership strategy.

Acknowledge Partners
Create and role model a culture where success is celebrated, Partners act in the right way and contribution is recognised.

Be true partners
Connect with those beyond the Partnership, bringing the best of the outside world in.

BRILLIANT RETAILERS

Serve customers
Build a culture of excellent service, where going above and beyond is the norm, sharing Partner stories, and highlighting success.

Think sustainably
Create strategies that include alternative ways to deliver success, to generate sustainable profit to fulfil our purpose.

Anticipate and act
Use data and insights to define strategies that delivers for customers in the future.

Leverage data
Champion the value of data and business analytics to improve decisions and evolve the Partnership.

Be commercial
Define strategies that embrace new technology and digital enhancements to improve customer experience, drive productivity and performance.

Be resourceful
Define initiatives aimed at achieving the best outcomes within our means, leveraging relationships and networks to their best effect.

CONTINUOUS IMPROVEMENT

Be curious
Role model experimentation and taking calculated risks, encouraging Partners to develop approaches that create value.

Embrace change
Thrive in ambiguity, adapting and responding to evolving situations and environments, to guide Partners through change.

Enhance the Partnership
Identify and seize strategic opportunities, steering the Partnership.

Adopt a coaching mindset
Promote the value of learning, coaching and continuous development to build capability for the future.

Challenge the status quo
Actively seek challenge from Partners, stimulating change for the better, whilst acknowledging our heritage.

Act on feedback
Demonstrate a growth mindset, seeking learning from Partners, and beyond, to drive improvement and impact.