

Our values embody the kind of firm we are – and what we want to be – and guide us in everything we do. They help to provide an environment where we can achieve our career aspirations and contribute towards the success of the firm. They define what makes people want to work with us and for us, and are as much a part of our brand as our logo or name.

This booklet sets out our values and provides examples of how we can apply them every day. It should be used as a reminder and a guide to how we:

- conduct ourselves in all situations;
- interact with our clients, colleagues and suppliers;
- take or implement decisions;
- reflect on our own performance and development needs;
- assess or give feedback to others.

Our values will help us as we move forward to be one firm: ambitious, entrepreneurial and growing.

Our values



Our values



Delivering excellence and value



Working and growing together



Doing what's right



Making things happen



Delivering excellence and value

We are consistent, reliable and dedicated to quality and service excellence, in everything we do. We understand what real value is, and how to deliver it. This means being commercially astute, robust in our advice and being a reliable partner and expert adviser.

We do...

- Take pride in delivering excellent work
- Develop strong and lasting relationships
- Promote our firm and the services we offer
- Provide pragmatic and insightful advice
- Respond quickly and effectively to clients and colleagues
- Maintain the highest standards of technical, commercial and sector knowledge
- Ensure we use the best person for the job
- Encourage continuous learning and development
- Go the extra mile

We don't...

- Undervalue our services
- Overpromise or under-deliver
- Say 'yes' without considering the implications
- Compromise on quality
- Take the easy way out



Working and growing together

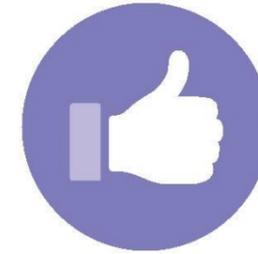
Whether with clients or colleagues, we build relationships that are genuine and enduring. We believe in teamwork, collaboration and respect. It is important to us that we enjoy working together. We listen, challenge and support each other so that we, our firm and our clients all develop, grow and succeed.

We do...

- Actively listen, empathise and build rapport
- Understand our clients' needs and how we can best meet them
- Value approachability and friendliness
- Share our knowledge, skills and experience
- Work as a team to better service our clients
- Ask for help when we need to
- Support, encourage and empower each other
- Value diversity
- Work together as 'one firm'

We don't...

- Act selfishly
- Show favouritism
- Commit others without consulting them
- Take people or relationships for granted
- Forget to say 'thank you'



Doing what's right

To us, this means much more than upholding professional standards. It means being open, honest, straightforward and fair in every interaction, whether inside our firm, with our clients or in the wider community. We are accountable and take responsibility for our actions.

We do...

- Act with objectivity and good judgement
- Show respect and consideration to others and our environment
- Speak out when something is wrong
- Set realistic objectives and expectations
- Seek and provide honest and constructive feedback
- Manage poor performance
- Provide clarity and commerciality in our fee arrangements
- Give credit to others where it is due
- Look after each other

We don't...

- Ignore problems or avoid difficult conversations
- Accept dishonesty or insincerity
- Break commitments
- Tolerate manipulative behaviour
- Blame others for our mistakes or avoid responsibility



Making things happen

We are ambitious, innovative and always seeking to improve. We encourage initiative and new ideas. We believe opportunities are there to be created, and make room for people to pursue them. We don't sit back and wait – we explore, we adapt and we move forward.

We do...

- Reward effort and celebrate achievement
- Look for better ways of doing things
- Seek out and maximise opportunities
- Recognise that success sometimes requires us to learn from failure
- Support others to innovate and implement good ideas
- Value and promote entrepreneurial spirit
- Demonstrate flexibility and step out of our comfort zone
- Lead by example
- Take pride in our success and profitability

We don't...

- Do something just because it has always been done that way
- Wait for change to happen or complain without offering solutions
- Hide behind emails
- Discourage, disrupt or be overtly negative
- Assume innovation is the responsibility of others