

# BEHAVIOURAL FRAMEWORK



**RISE.**



**Our Behavioural Framework is a tool that provides guidance on how we expect all members of the Rise family to behave on a day-to-day basis.**

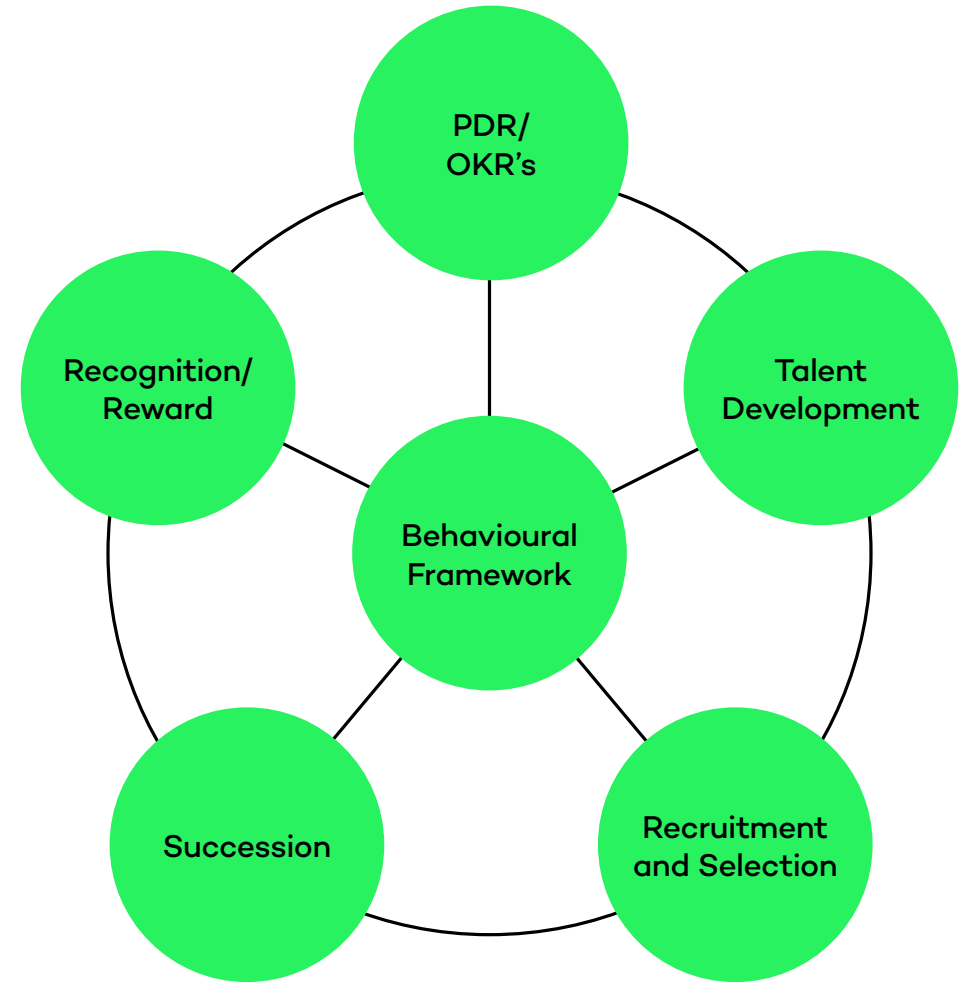
We plan to use it to ensure we recruit new team members with the right behavioural attributes. We will use it during our Personal Development Reviews (PDR) to provide constructive feedback on how we behave and how that supports the delivery of our Strategic Priorities and our Personal OKRs, and we will use it to support talent management and inform our succession and career management decisions.

All the behaviours within this Framework are essential and expected of all Rise employees. You are encouraged to discuss the contents with your line manager during your one to ones or PDR meetings, so you understand any areas needing focus or improvement.

We are all proud to be part of Rise's family, so let's ensure our behaviour is underpinned by all that we do.

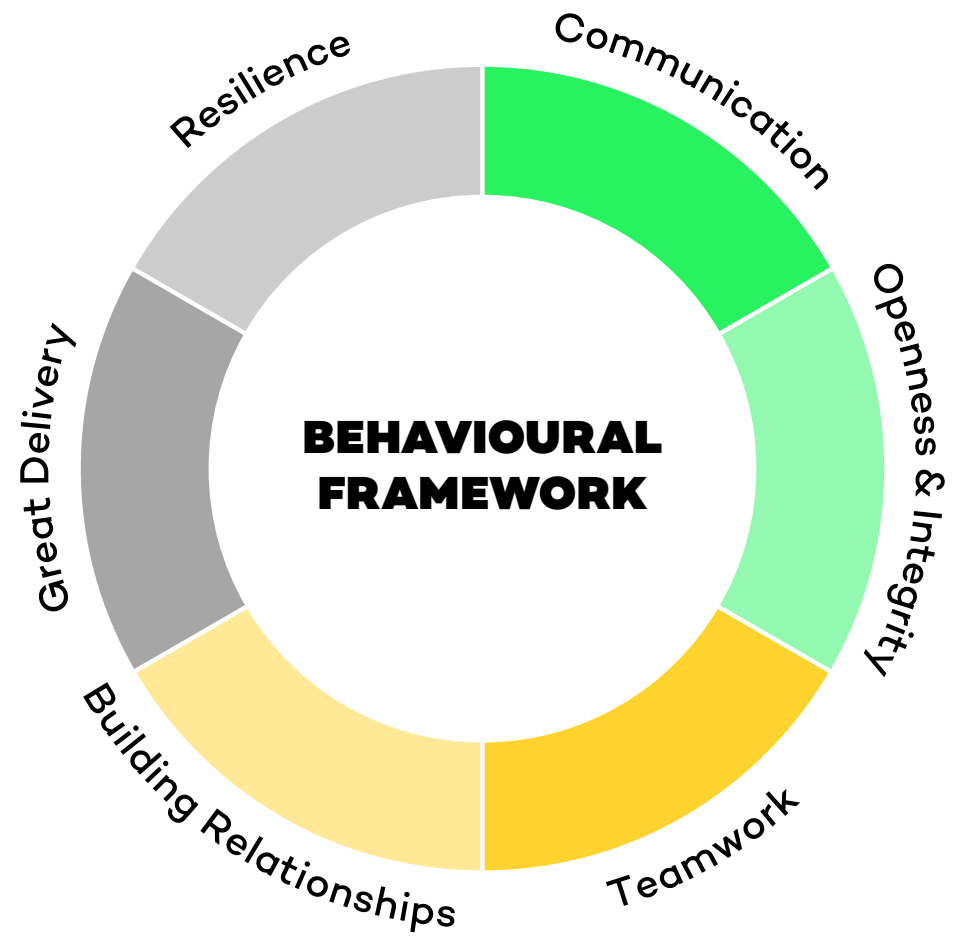


**Let's do it  
the Rise way!**



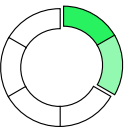
**Our people are at the heart of Rise so our Behavioural Framework will underpin our people agenda.**





**So what does this mean?...**

# COMMUNICATION



# OPENNESS AND INTEGRITY

## Examples of positive behaviour:

- 1 Communicates in a simple, clear, flexible and consistent way
- 2 Encourages and contributes to quality conversations
- 3 Challenges others in an open and honest way
- 4 Actively seeks to understand others' point of view

## Examples of negative behaviour:

- 1 Communication style is unclear/poor
- 2 Doesn't explore and value differences of opinion
- 3 Hides behind or over relies on email as a form of communication
- 4 Uses 'push' style communication causing possible misinterpretation, delay in response and assumptions
- 5 Closes down others by being judgemental, interrupting or talking over them

*Being efficient, open and honest is important.*

## Examples of positive behaviour:

- 1 Acts with transparency and integrity
- 2 Develops trust through being open, honest and friendly
- 3 Positively challenges when values are not being demonstrated by others
- 4 Has a positive impact taking ownership of what they are doing
- 5 Appropriately handles personal, sensitive and or confidential information

## Examples of negative behaviour:

- 1 Protects own interest above consideration for team and wider business
- 2 Has hidden agendas and fosters a blame culture
- 3 Doesn't believe in, or demonstrate, company vision and values
- 4 Acts in an unprofessional manner, losing the trust and respect of others

*It means people trust and want to work with us.*



# TEAMWORK

## Examples of positive behaviour:

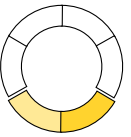
- 1 Maintain good working relationships and treat others with fairness and respect
- 2 Encourage and support others to have their say in decision making
- 3 Demonstrate fairness and inclusivity, valuing diversity of others and striving for equity
- 4 Hold others to account to ensure the best possible service is provided
- 5 Contribute to a positive, harmonious and enjoyable working environment
- 6 Recognising opportunities to collaborate with other team members when working with our partners

## Examples of negative behaviour:

- 1 Encourages cliques and/or favouritism irrespective of the wider impact
- 2 Actively blocks progress and flow of ideas from the team
- 3 Inflexible approach with colleagues and peers
- 4 Doesn't challenge negative behaviours in others
- 5 Disrupts the working day of others through poor time management

*Working together to achieve great things.*

# BUILDING RELATIONSHIPS



## Examples of positive behaviour:

- 1 Work to constantly exceed our partners' expectations by delivering exceptional services
- 2 Show respect by understanding the needs, feelings and concerns of others
- 3 Treat others how they wish, and want, to be treated

## Examples of negative behaviour:

- 1 Doesn't take accountability for delivering and meeting our partners' needs
- 2 Doesn't listen to our partners' needs
- 3 Can be manipulative to drive personal agenda
- 4 Plays politics and creates conflict with others
- 5 Discloses personal, sensitive and or confidential information of one partner to another

*We work best when we work together.*





# GREAT DELIVERY

## Examples of positive behaviour:

- 1 Takes responsibility to deliver on commitments made
- 2 Takes responsibility for their own continuous Personal Development and works with others to achieve this
- 3 Motivated to ensure the team delivers results on time and to budget
- 4 Demonstrates a 'can do' approach, identifying solutions not problems

## Examples of negative behaviour:

- 1 Demonstrates lack of accountability and responsibility
- 2 Is resistant to change
- 3 Motivated by needs of self rather than team or business

*Caring about what you do says a lot.*

# RESILIENCE

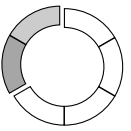
## Examples of positive behaviour:

- 1 Positively contributes to the overall success of business and team
- 2 Remains resilient, enthusiastic and optimistic in challenging times
- 3 Champions Rise's purpose
- 4 Empowers those around them and encourages innovative ways of working
- 5 Endeavour to break down barriers that obstruct people's contribution, involvement and having pride in their work

## Examples of negative behaviour:

- 1 Lack of self-awareness and impact on others
- 2 Demonstrates over confidence, arrogance and complacency
- 3 Unable to adapt to or accept changing/different circumstances
- 4 Focuses on negative rather than positive

*When we all put our pride and energy into what we do, people love working with us.*



# PEOPLE MAKE THE CHANGE.

For further information on how to use our Behavioural Framework see Rise's Behavioural Framework Guide.

**RISE.**