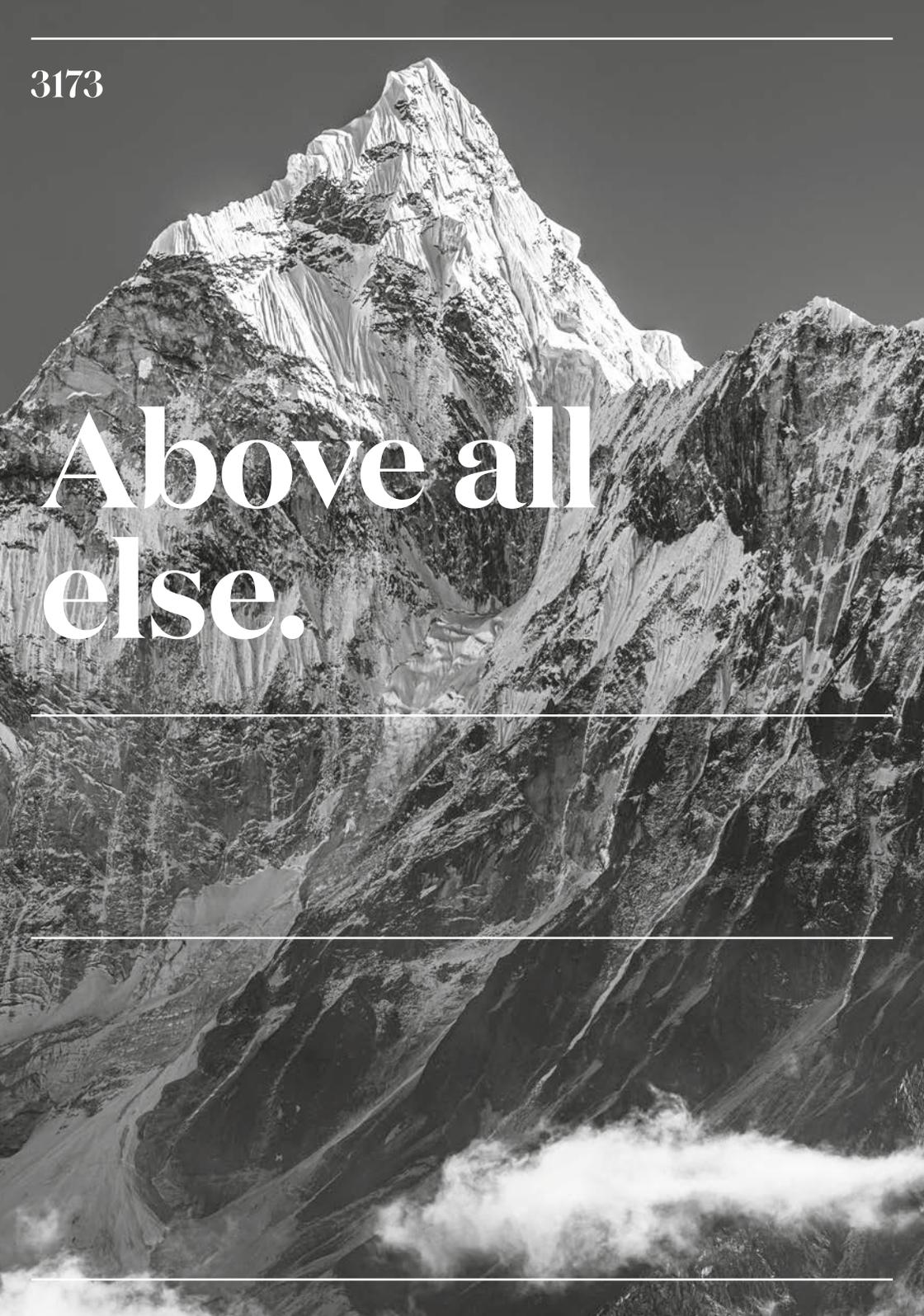


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3173



Above all  
else.

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Above all else.

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Above all  
else.

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Above all else.

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**3173 is a little bit different and deliberately so. Distinctive, memorable and brave, it stands for much of what we do and who we are. It's an elevated position from which to view our work and help us see further into our future.**

**The higher we climb, the more grounded our clients feel. The higher we climb, the further we can see. The further we can see the better informed we are. The better informed we are the more secure our clients feel.**

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**3173**

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**Introduction**

We are very proud of the culture that we have developed since the Group was founded in the year 2000. We will continue to promote the qualities that have helped us succeed.

**Our Goal**

We capture the essence of what we do, and how we do it, in our goal:

**To provide interesting, worthwhile and healthy careers for our people.**

We look after our staff first and foremost, but for a commercial purpose, which is to deliver great service profitably.

By focusing on our goal we provide the best outcomes for pension scheme members, trustees and employers.

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**To provide interesting, worthwhile and healthy careers for our people.**

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### **Our Goal Requires Trust**

Trust is important. We are trusted by employers, trustees, pension scheme members and regulators to work for the best outcomes. We provide knowledge and expertise to meet challenges, often in sensitive circumstances. We need to carefully manage pension schemes over many years.

Everything we do must be completed to the highest standard of quality and with unquestionable integrity. This demands close trust between us as colleagues, and trust between us and others.

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### **Our Ethos**

Our ethos is an individual and collective commitment. It is achieved through carefully balancing responsibility with freedom and flexibility, all of which is underpinned by a willingness to work interdependently. When we get this balance right it is how we do our best work.

We give and take responsibility, and we support each other. We are a dedicated team that works hard. This makes us quick and innovative, good at solving problems and at developing new services.

Freedom is critical to our ability to do great work, but freedom needs to be managed responsibly. Freedom enables us to innovate and to tackle challenges in the way that best supports each client.

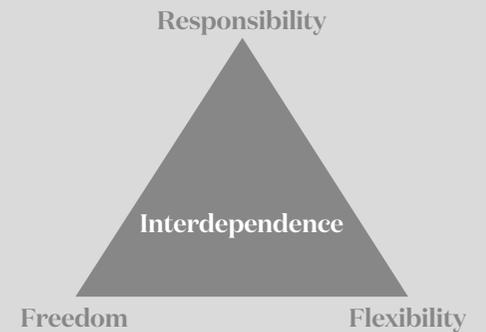
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## Responsibility is enhanced by Freedom and Flexibility

### **Freedom and Flexibility are enhanced by Responsibility**

We value personal effort, clarity of thought and creativity. We respect and support each other and use our collective brain power to make great things happen.

### **Flexibility**

We encourage flexibility in relation to time and working space to best suit the individual and their family, the team and the challenge.

### **Interdependence**

Interdependence means we are all in it together; we work in teams and our teams need to work with each other.

We respect everybody we work with and treat them as individuals.

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## Our Principles

- \_ We look after our shared interests rather than self-interest.
  - \_ We have a high level of autonomy.
  - \_ We expect people to be aware of their impact on clients and colleagues, and to take responsibility for the needs of the business.
  - \_ We are all responsible for providing and maintaining high standards.
  - \_ We own our work commitments and support each other in our work.
  - \_ We value good mental health outcomes for colleagues.
  - \_ We work interdependently, to be effective and efficient.
  - \_ We acknowledge and celebrate the contribution and success of both individuals and teams.
  - \_ We share success, ideas, insights and challenges.
  - \_ We are responsive and give regular, direct, real-time feedback, both internally and externally.
  - \_ We raise issues and challenges quickly.
  - \_ We share lessons learned so that we can perform better in future.
  - \_ We value all of our colleagues, clients, and stakeholders as individuals.
  - \_ We benefit from the differences between us.
  - \_ We contribute to the communities in which we work.
  - \_ We comply with leading Environmental, Social and Governance Standards in our investment decision making.
  - \_ We develop people, reaching for diversity of experience and thinking.
  - \_ We keep learning every day.
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