

Dedicated to the personal
and financial wellbeing of
everyone in construction



Our Vision and Values Explained

B&CE's Vision

Dedicated to the personal and financial wellbeing of everyone in construction

Uncomplicated

Bold

Compassionate

Intelligent

Dependable

Honest

Innovative

B&CE's Values

Introduction



Brian Griffiths

Chief Executive Officer

I'm proud of this company. I'm proud of our 65 year track record; I'm proud of your ability to put customers first; I'm proud of the difference we make to people's lives. But most of all, I'm proud of you.

It's you who makes the difference between good service and great service and we have a reputation for exceptional service. We understand our customers, we take time to listen to their concerns and we treat them with respect.

We know that there are challenging times ahead for B&CE as we address the loss of the national insurance concession and the changes to pensions. We'll be moving into a more competitive marketplace and must respond to increasing consumer demands in a positive and proactive way.

But I know that we're ready for this challenge. I know this because every member of staff has the ability to demonstrate our seven core values. And it's these core values that will help us to prosper whilst maintaining our reputation for outstanding service.

Our company culture

B&CE's vision to be 'dedicated to the personal and financial wellbeing of everyone in construction' is not just a phrase we use on marketing literature. It defines our company culture. It's an ambition, something we strive towards. How we achieve this ambition is very important.

Our seven core values will help us achieve our vision in an ethical and consistent way. These values apply to every aspect of our work. When you represent our company, you work with these values in mind. They support our strategic objectives and underpin the day-to-day activities of our business.



What our values mean to you

We want these values to become embedded in our culture. Each value has a specific meaning that we want you to understand, embrace and action every time you come to work. We also want to reward you when you demonstrate our values consistently and we want you to praise others when you recognise our values in your colleagues.

In doing so, not only do you secure the integrity and reputation of our company, but you also help our customers choose and understand the best products for their circumstances. Bringing our values to life by putting them into action every day at work will demonstrate our ability to treat customers fairly throughout their relationship with us.

This is particularly important because of the long term nature of our customer relationships and because we often deal with people at difficult and vulnerable times in their lives.

By understanding what we mean when we ask you to be compassionate, uncomplicated and dependable, you will be able to draw on skills to help you deal more effectively with our customers and your own day-to-day work.

Uncomplicated

Clear and straightforward.
Accessible, easy to understand
and effortless.

Keep it simple. Communicate clearly to customers and colleagues.

Making complicated subjects like pensions and insurance sound simple and easy to understand takes confidence and intelligence.

Before you speak to others, be sure about your subject. Take time to prepare ahead and pre-empt questions which may arise. This means our customers and colleagues can be confident of your response and won't need to clarify it with others, wasting precious time.



Use everyday language. Avoid jargon and clichés like the plague! For example you may be used to dealing with 'accrued benefits' and 'transfer values', but your customer probably isn't. To them it's simply their pension.

Remember who you are speaking to. Picture your customer in your mind and try to put yourself in their shoes. You may want to adopt a more formal tone with business to business communications and a less formal tone when speaking or writing to individuals and colleagues. But at all times be personable, professional and clear.

When I phoned up about my stakeholder pension, you really helped me to understand what it all meant. Now I'm actually looking forward to my retirement.

John Smith, brick-layer.

Confident and courageous.
Not afraid to stand up for
what's right.

Bold

Leading the way with confidence.

You have an innate sense of what is right and what is wrong. With like-minded colleagues, you work in a professional and principled manner. You're not afraid to stand out because of your principles, but neither are you afraid to admit your mistakes.

Be confident about taking risks or choosing alternatives if you believe they are better. Feel secure that you can speak out and try new ideas. Your self-belief will inspire others and create a culture where innovation is embraced and rewarded.

We are the largest provider of stakeholder pensions in the UK. Have confidence in our products and propositions – we are a market leader. We also choose to support the welfare of low and middle income workers. This was a bold proposal when the company was founded and one which we will continue to hold because it is ethical and honourable.



My local representative challenged my pre-conceived ideas about company pension schemes and made me see how they can work for both employer and employee.

Peter Jones, XYZ builders.

Compassionate

Caring and understanding.
Showing concern for the
welfare of others.

Put yourself in someone else's shoes.

Imagine what it is like to worry about what's best for your employees or how you're going to pay the mortgage. Our customers come to us to help them alleviate these concerns. They're looking for practical solutions to real problems. Empathise with their situation, but never pity them or patronise their worries.


Learn how to become a good listener. Don't assume you always know what our customers want. By showing compassion and caring about the outcome for each individual you'll learn more from them which will help you provide the best result.

Treat customers and colleagues as individuals. Each individual will have different needs which require different responses. Give your time willingly and generously. Try not to rush others when they come to you for help. Use open and inclusive body language or verbal language to show your customer or colleague that your compassion is genuine.



My husband was severely injured in a workplace accident last year and can no longer work. I thought at first that we'd have to sell the house, but after speaking to your customer support team, I'm relieved that we can use his accident insurance to pay off the mortgage.

Mrs Wilkins, wife of scheme member.



Smart and intuitive. Using your knowledge and experience to best effect.

Intelligent

Smart people understand that actions have outcomes.

Displaying intelligent behaviour doesn't mean that you need to be academic, formally qualified or very clever. It means that you use your common sense and experience to make sensible judgements.

You understand the impact that your decisions have on others, you think through what those impacts may be; you see the bigger picture. You also take responsibility for your actions and can justify to others how you came to your conclusions. Experience has shown you that sometimes you don't have all the answers, but you know where to find them.

You're never arrogant with your intelligence. You never use it to belittle others; in fact you look for opportunities to pass on your knowledge. You can see that there's always more to learn and you enjoy new challenges.

You look for ways to improve procedures, cut out duplication, support your colleagues and provide a better service to customers. You use your intelligence for the benefit of others.

I went to my manager to see if she would tell me how to fix a problem. Instead of just giving me the answer, she taught me how to come to my own conclusions. Now I'm teaching my team the same thing.

Jane Jones, Customer Services.





Dependable

Trustworthy and reliable.
Keeping your promises
no matter what.

Do what you say you'll do, when you say you'll do it.

There's nothing more annoying than being let down by others. If everyone kept their promises, you'd never have to chase a delivery, call a last minute taxi or work late again. But often your promises at work have a greater impact on your customers than simply feeling let down. When you work with people at difficult times in their lives, you must be dependable.

Even if you can't solve a problem when you said you would, you should call to apologise and reassure your customer. It will only take a few minutes, but could make a huge difference to how they see you and our company. When you call with the solution, they'll trust your answer.

Trust can take a long time to build up, but it's very easy to lose. Being dependable helps others trust you. And when they trust you they make decisions based on your suggestions. This means that being dependable brings with it responsibility.



It's great to do business with an insurance company that actually returns your call when they say they will.

Alan Smith, XYZ Construction.

Truthful and sincere. Legitimate, fair
and decent in all our dealings.

Honest



Tell it how it is. Be fair-minded and balanced.

When you work at B&CE you're working with people's hopes and expectations. Every phone call you make, every letter you write, every meeting you attend ultimately affects someone's future. That's why it's so important to be scrupulously honest.

If you're straight with customers and colleagues, they'll thank you for telling it how it is. If you try to embellish or exaggerate the truth they'll find out and be disappointed, or worse, feel misled.

At all times, treat your customers fairly. This means being honest, even when the truth may be difficult. It also means that you follow internal procedures and FSA regulations at all times.

If you have to deal with conflict, remember that there are usually two sides to every story, so make sure that you have all the facts to hand before judging how to proceed. Feel confident that you can highlight dishonesty and be supported by your colleagues when you do.

The thing I like about B&CE is that they never exaggerate their promises. I trust their integrity because they've delivered every time.

Bernard Evan, CEO ABC Holdings.



Original and creative.
Bringing new ideas to life.

Innovative

Improving our service with inspiration.

If we want to be the first choice financial services provider for the construction industry, we must provide what our customers want. We'll do this listening to their needs, but also by being creative, open-minded and innovative.

You can make innovative ideas happen throughout our business. It's not just up to the product development team to be creative. You are all capable of having new ideas about your jobs, work procedures, your environment, even other areas of the company.

Innovation takes all forms. It can be the big idea, but more often it's a series of small suggestions which really make a difference. If you have a suggestion, speak out. We want to know what you think.

Get together with your colleagues to discuss your ideas. Make innovation part of your team meetings. Grab a coffee or take time out in the sunshine to brainstorm your ideas. Go on; be inspired, you never know where it will take you.

Innovation is the ability to see change as an opportunity, not a threat.
Anon.

Since 1942 we have provided financial welfare benefits to those working within the construction industry and their dependants. Today we manage assets of £1.6 billion and provide financial benefits to 230,000 operatives on behalf of 6,500 construction employers.

Our vision is that we are dedicated to the personal and financial wellbeing of everyone in construction. Our values, together with your endeavour will ensure that thousands of families will benefit from future financial security.



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