



# Our Culture



# Culture

noun | cul·ture | \ 'kəl-chər \

the set of shared attitudes, values,  
goals, and practices that characterizes  
an institution or organization

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# Five Aspects of our Culture

1. Values & Words we like
2. What you'll get here
3. Outstanding Colleagues
4. Use Good Judgement
5. Promotions & Development

At Bright Network, we value the following three behaviours...

...this means we hire, promote and retain talent based on these values

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# Growth Mindset

- You want to be the very best version of yourself that you believe you can be
  - You know that, deep down and when you choose to put your mind to it, you're capable of achieving incredible things
  - You're prepared to fail in order to grow and that you learn more from your failures than you do from your successes
  - You believe that through learning, being open to feedback and developing your skills, you'll just get better and better in your role and that this will drive your long term career fulfilment
  - You love words like innovative, dynamic, entrepreneurial and meritocratic - you think the idea of a 'fixed position' is a myth – with the right levels of hard work, tenacity and determination, you can do anything
  - You know that talent doesn't mean great grades, it means showing up with tenacity and a thirst for learning
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# Will to Win

- You strive to deliver the very highest quality results for our members and clients
  - You're laser-focused on great outcomes
  - You recognise that the company's resources (your time, money, energy) are limited, and you prioritise ruthlessly to use these limited precious things wisely to really focus on the things that matter
  - You work tirelessly to exceed expectations
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# Trusted to Deliver

- You're reliable and members, clients and the team can trust you to deliver the results you say you will
  - You're honest and have the best interests of the company at heart
  - You avoid politics and form commercially-minded judgements based on the best interests of the business, which by definition is the needs of our clients and members
  - You make wise decisions when faced with ambiguous information
  - You go about your work in an ethical and responsible way
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# Words we like...

- Excellence
  - Diversity
  - Personal, individual & relevant
  - Drive & determination
  - Value
  - Commercial
  - Intelligence
  - Outcomes
  - Humility & feedback
  - Professionalism
  - Focus
  - Innovative solutions
  - Hustle
  - Taking calculated risks but accepting not every gamble will work
  - Entrepreneurial spirit
  - Going the extra mile
  - Engagement
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# What you'll get here

- Autonomy & freedom
  - The chance to have an impact and make a difference
  - Lots of trust, once you've earned it and passed your probationary period
  - Flexibility
  - Feedback – lots of it, regularly!
  - Top of the market pay
  - Share options after a year
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# Outstanding Colleagues

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# Why are we so insistent on high performance?

In procedural work, the best are **2x** better than the average.

In creative/inventive work, the best are **10x** better than the average, so we place a huge premium on creating effective teams of the best

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# Outstanding Colleagues

- We're a sports team, not a family - we seek to surround ourselves with the best in the market
  - We all want to achieve the very best results we can in our working environment
  - We know how destructive a bad hire can be and how much brilliance a great hire can unleash, so we are **obsessed** with hiring and finding the right people to join our team
  - We aim to hire candidates from the top 10% of the available pool who could do that role
  - Our hiring process is extensive: we have a wide funnel/CV screen/Phone Interview/Hiring Manager 1-1/Panel round
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# Outstanding Colleagues

- We know that ‘gut feeling hiring’ is DANGEROUS and the best predictors of success are 1) value fit 2) past performance
  - We will never compromise to fill a permanent role – we’ll keep hunting relentlessly to find the right person
  - We believe in loyalty and accept that colleagues, like the company, will go through good and bad patches and sticking with each other is important
  - However if we seek consistent excellence, we recognise that loyalty at all costs will damage our organisation in the long term – we will always strive to give underperforming team members the chance to improve, however if underperformance continues, we’ll have no choice but to exit them
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# Use Good Judgement

- We have HUGE ambitions for Bright Network – we believe it has unlimited growth potential
  - As the business grows more complex, the temptation will be to introduce ‘command and control’ processes
  - We will avoid that temptation as we know that, whilst a short term fix, it will ultimately inhibit the innovative nature and entrepreneurial flair of our team, which will damage our ability to attract and retain quality of talent
  - Instead of bureaucracy and processes, we will seek to continue to use good judgement in all the decisions we make from when we take holiday, what we spend our money on, the solutions we provide to our clients and how we deal with our members
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# Development & Promotions

- We believe in 100% transparency when it comes to the development of the team
  - Everyone deserves the truth when it comes to knowing how they are performing and we will never shirk from sharing opinions about both strengths and development areas
  - Every team member can expect ongoing, regular and direct feedback from their line manager on all aspects of their performance
  - Yearly performance reviews will take place in March every year, with pay for the next financial year being based both on performance and the market rate for the role
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We recognise that our culture  
is dynamic - we seek to  
constantly improve it as we  
grow

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Thank you

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