



CULTURE GUIDE



MISSION & VISION

**WE'RE A COLLECTIVE OF BRANDS
PROVIDING OPPORTUNITIES AND CHOICES
FOR THE NEXT GENERATION
ENSURING NO PATHWAY GOES UNSEEN**





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... BUT IT HASN'T BEEN WRITTEN...
... MUST BE...
... THE...
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OUR VALUES

& HOW THEY SHAPE US

Unseen is unique, and so are the people who make it great.

One of the unusual things about us is that we're not just one company - we're many.

We join forces with brands who are on a similar mission to us and we work together towards our common goal of ensuring no pathway goes unseen for the next generation.

In some ways we all look and feel a little bit different, but the one thing we share on a universal level is our values.



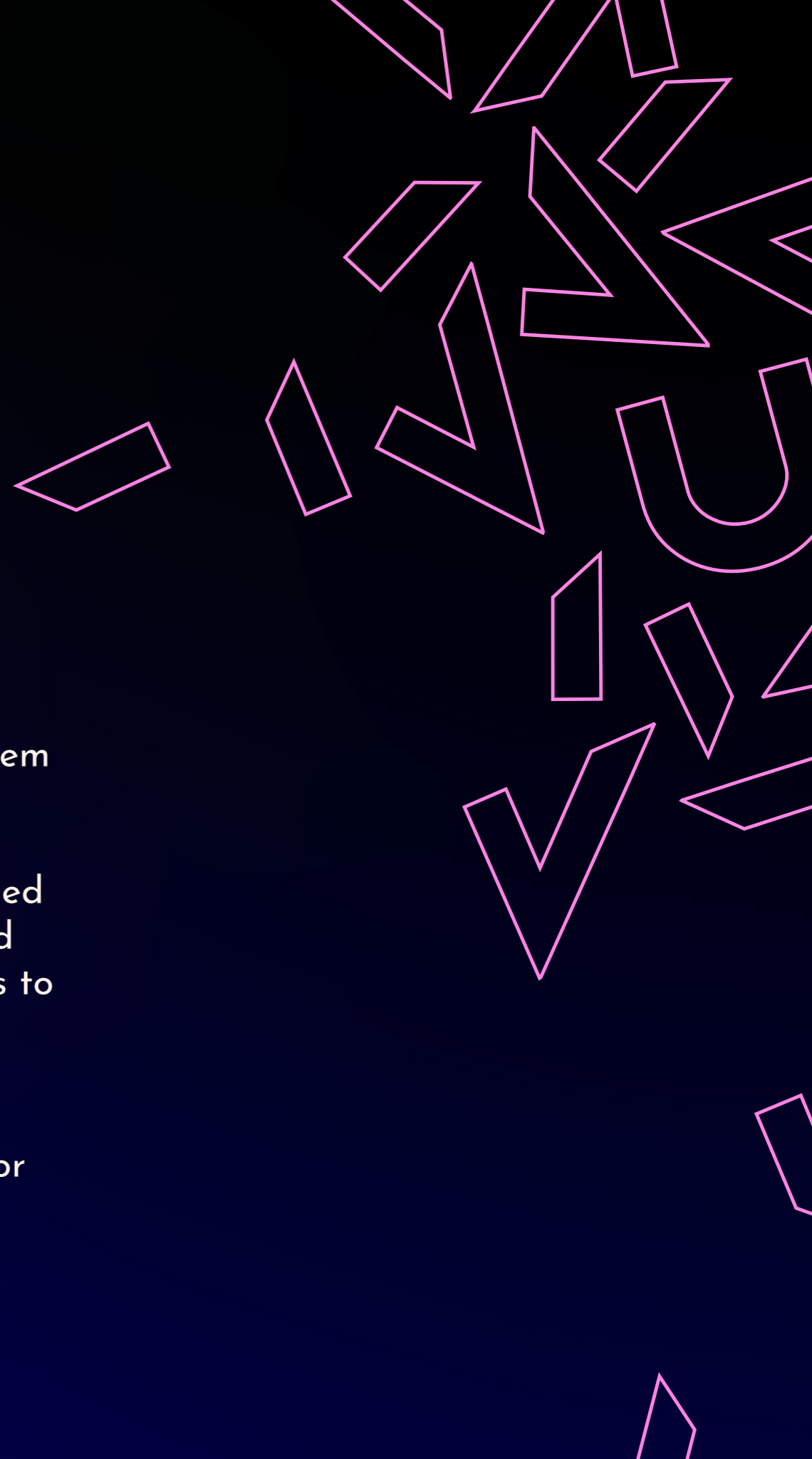
OUR VALUES

**1. SHOW UP.
EVERY DAY.**

We're into big wins and we've had a lot of them thanks to our can-do attitude.

We celebrate achievements but are not defined by them - we know the next one is just around the corner and we're always excited by what's to come.

Every day we bring fresh energy, enthusiasm and passion - not just for the end goal, but for every step along the way.



OUR VALUES

2. BE CURIOUS. BE SEEN.

We are a collective of brands that do different things but are stronger together.

We grow through getting involved, raising our hands and learning from one another.

We stand up, challenge what we see and ask ourselves: What else could be possible?



OUR VALUES

3. NOT AFRAID TO BE AFRAID.

Taking risks is part of who we are.

We're into breaking things, changing things and being brave. We bring scary ideas forward and see where they can take us. Sometimes they work, sometimes they don't, and sometimes they change everything.

Being the first can be fast and frightening, but that's where we thrive.



OUR VALUES

4. NO FLUFF, NO BLUFF, JUST BE YOURSELF.

We know that to our customers, our audience and our team - integrity matters. That's why we're real.

We believe in being open, honest and upfront at all times. We bring truth and transparency to the table and appreciate people for who they are.

Be true to yourself, leave nothing unsaid and trust each other.

OUR VALUES

5. TAKE PRIDE.

The work you do matters.

We get our kicks from being the forward thinkers that have a real-world impact on the lives of the next generation.

Our mission to ensure no pathway goes unseen is a big one. And we take that seriously.





**HOW OUR
VALUES
SHAPE OUR
PEOPLE
EXPERIENCE**

Blending companies is no mean feat. Bringing together a collection of cultures and ways of doing things can be exciting and challenging for all involved, which makes creating a phenomenal people experience all the more important.

We go to great lengths to join forces with brands who look and feel like us but not all companies who join the Unseen group will operate the same way and that's OK (we believe our differences make us better). That being said, it's important to us that all Unseen brands care as much about their people as we do. We strive to develop an approach to People that's pretty special and encourage all our companies to join us on this mission (and teach us a thing or two along the way).



THINGS WE KNOW TO BE TRUE

1. PEOPLE COME FIRST

Our people are everything. While great products, excellent customer experience and creating a strong brand are all super important to us, our people come first. We're well aware that without them, none of the good stuff would come together, so we make it our priority to ensure we invest in and take care of them every day.

So what does that mean in real terms?

Well, outside of comprehensive perks and benefits, we champion flexibility, freedom and trust in how we work and put personal development at the core of everything we do.



YOU CAN RELY ON US TO

- ▶ Support you without micromanagement. We know that to feel motivated and engaged people need to act autonomously, make decisions and be in control. When it comes to how we work best, it's not the case that one size fits all, so we enable you to work when and how you want, with a strong sense of community and communication to support you in doing so.
- ▶ Be flexible in how we work as a collective. We're remote-friendly, but have physical offices too so you can come together and collaborate in the 'real world'.
- ▶ Focus on your output, not on the hours you input. Embracing flexible working means you can get the work-life balance you need and manage your workload in a way that suits you and the organisation best.
- ▶ Help you move forward. We care about your growth and development and are committed to investing in helping you reach your goals and hone new skills. We empower our people to step into their roles and up to the plate, ideally growing out of their current positions and levelling up within 18-24 months. We do this in a number of ways - from inhouse L&D programmes that don't just focus on technical skills, but soft skills and personal development as well; by training managers to be great people leaders and regularly checking in to see what support you need to progress.
- ▶ Invest in leadership. We train our leaders to show up in an empathetic and compassionate way, enabling them to support you with regular 1:1s that focus not just on the job you're doing, but you as a whole person.
- ▶ Ask for feedback and input regularly. We have a 'never stop learning' mentality and will always be open to ideas that could make the people experience and the way we work better than ever. We'll gather this info with anonymous surveys, open crowd roundtables and during our 1:1s to make sure you have a voice and a seat at the table.

WITH GREAT FREEDOM COMES GREAT TRUST AND RESPONSIBILITY. WE KNOW THAT PEOPLE WHO NATURALLY LEAN INTO OUR WAY OF WORKING ARE INDEPENDENT, STRATEGIC THINKERS WHO HAVE A RECORD OF HIGH PERFORMANCE AND CAN QUALIFY HOW AND WHY THEY DO THINGS.

BUT OUR AUTONOMOUS APPROACH IS NOT FOR EVERYONE - AND PEOPLE WHO PREFER TIGHT STRUCTURES, DETAILED INSTRUCTIONS AND THOSE WHO AREN'T KEEN ON SOLVING PROBLEMS END-TO-END MAY NOT FEEL AT HOME WITH US, SO IT'S IMPORTANT THAT YOU REFLECT ON HOW YOU WORK BEST BEFORE COMING ON BOARD.

WE CAN RELY ON YOU TO

Work in a way that suits you, but always with the best interests of the company at the core of your 'how' and 'why'. You take ownership of your projects, objectives and growth, and back yourself to deliver.

Think things through strategically, generate solutions independently and feel comfortable and confident to push things forward proactively. This helps us move at speed (we move fast!).

Get involved, try new things and be comfortable with them not always working out. We're often developing new ideas, creating new products and integrating new teams. You thrive in this environment, rolling with change and opening up to different ways of thinking and doing things.

Believe in community and connection. You're flexible, supportive and considerate of those around you. No man is an island, and just because we embrace autonomy doesn't mean we don't collaborate. Our way of working means it's more important than ever to be an excellent communicator, a team player who chips in to get things done and a friendly face who genuinely wants to help others succeed.

Prioritise self care and focus on your life outside of work - you take your holidays, spend time doing things you love and invest in your personal development, health and wellness.

THINGS WE KNOW TO BE TRUE

2. THE KEY IS COMMUNICATION

Due to our emphasis on autonomy and the fact that we have many companies doing different things, phenomenal communication is not a nice to have - it's an absolute must.

We approach everything we do with clear, transparent and honest communication across the board.



COMMUNICATION IS A TWO WAY STREET, AND WE EXPECT OUR PEOPLE TO BE OVER-SHARERS, JUST LIKE US. THIS IS THE ONLY WAY TO GUARANTEE THAT THE WAY WE WORK IS SUCCESSFUL

YOU CAN RELY ON US TO

- ▶ Be very clear in our objectives - not just as a company, but from team to team and person to person.
- ▶ Set clear deliverables, deadlines and outcomes so you know what's expected and when.
- ▶ Provide regular, open and honest information from the top. Our leadership team regularly shares where we're at, where we're going and stumbling blocks we're facing along the way.
- ▶ Provide plenty of opportunities to check in with your manager, team and the wider community so you can share problems, crowd-source solutions and brainstorm ideas.
- ▶ Be honest with you about things that aren't working and encourage you to try new approaches and ways of thinking.
- ▶ Keep you updated on any changes to how we work, policies we're implementing and tools we're investing in.

WE CAN RELY ON YOU TO

- ▶ Provide regular insight on what you're doing and how you're doing it - these updates could be to your managers, your team members or even to the whole company at get togethers. It's important that everyone has a clear overview of what your role is, what you're up to and the value you bring to the wider community.
- ▶ Proactively look for roadblocks or challenges that you might need support with, put your hand up to ask for help whenever you need it. Make the most of your 1:1s with your manager and trust them to support you with whatever you share.
- ▶ Get the right people involved in the things you're working on and divide and conquer where you can. Avoid duplication of efforts and output.
- ▶ Be clear about your working practices and let people know when you're available and when you're not.
- ▶ Minimise large scale meetings, be mindful of all timezones when arranging working sessions with others and don't make major decisions without all relevant parties included.

THINGS WE KNOW TO BE TRUE

3. LEADERSHIP MUST BE AUTHENTIC

Our leaders are the backbone of who we are - they set the tone of the working culture, live and breathe our values and are the biggest champions of what we do and why we do it. They've been on your journey, they've made mistakes and they're on a mission to help you succeed by sharing a little (and sometimes a lot) of what they've learned along the way.



YOU CAN RELY ON YOUR LEADER TO

- ▶ Be open, honest and authentic. You can trust them to be transparent about challenges they're experiencing and ask for your input on how to move forward.
- ▶ Provide you with the technical tools and training you need to do your job.
- ▶ Seek to understand your style of working and give you the freedom to do things your way.
- ▶ Give the guidance you need to help you reach your end goal successfully.
- ▶ Celebrate your wins (big and small) and recognise your efforts along the way.
- ▶ Be open to your feedback and ideas and take action to make changes for the better.
- ▶ Encourage your career growth and development. They'll be clear about what's expected of you, what 'excellent' looks like and what's required to level-up in your career. Their aim is to help get you there!
- ▶ Provide regular 1:1 sessions that focus on the 'whole' of you, showing a genuine interest in what's going on for you, both in and out of work.
- ▶ Take your mental and physical well-being seriously. They'll care about making sure you're happy, healthy and thriving. If things take a dip, they'll do all they can to support you.

YOUR LEADER CAN RELY ON YOU TO

- ▶ Make the most of your time with them. Come prepared to daily check-ins, team meetings and deeper dive 1:1s. Be prepared and open to discuss where you're at, where you're going and what you need.
- ▶ Invest the same energy into your career as they do. They expect you to take the lead in achieving and surpassing your goals and objectives and embracing your role with an entrepreneurial attitude. Make the most of their advice and embrace any learning and development opportunities that come your way.
- ▶ Be unafraid to ask for help and be clear about what tools, training and supports will help you succeed.
- ▶ Strive to shift the needle with them. We're not into egos or status. Everyone is hands-on and gets stuck into getting things done.
- ▶ Understand that we're all just human beings, and even great leaders can make mistakes. We expect a lot from them and their job isn't easy. It's important that you see them as people first and give them the same encouragement and acknowledgement that they'll give you.



MAKING FLEXIBILITY AND REMOTE WORKING A SUCCESS

Working flexibly within a remote-friendly model requires a conscious effort to remain connected to the wider team, as well as complete trust and transparency.

Here's how we make it work for us.



MAKING FLEXIBILITY AND REMOTE WORKING A SUCCESS

1. DETERMINE WHEN AND HOW YOU'RE NEEDED

Not all roles are the same which means your experience of remote working might be different to others. If you work in sales, for example, you might have to align yourself more closely with the working schedule of your clients, whereas if you work on projects, such as in product development, you may be more free to work as a night owl (if that's your thing).

2. FIND A ROUTINE THAT WORKS FOR YOU AND SET BOUNDARIES

Remote working doesn't mean you can't still implement your own structures and routines based on how you work best. If you perform better with a gym session at the start of your day, then go for it, making sure other people know about it and do not disturb you.

3. ADJUST YOUR WORKING DAY ACCORDINGLY

If you start working at the crack of dawn, don't feel like you have to stay logged in all day just to show face. Similarly, if your day doesn't kick off until mid morning, you might have to work a little later or pick up extra time elsewhere in the week to reach your goals.

4. DON'T STRESS OUT ABOUT BEING INACTIVE

If you find yourself clock-watching or moving your mouse only to keep your laptop from going to sleep - just log off, and let people know you've done so. Presenteeism isn't a thing here, and we would rather you have the downtime so you can come back energised and focused.

COMMUNICATION TOOLS

Not all brands under the Unseen umbrella will use the same tools to help them get stuff done, and that's OK. But at a Group level, we use the following on the daily to help us manage projects and communicate as a team:

OUTLOOK & OUTLOOK CALENDAR

Our email platform is Outlook, and we use the Shared Calendar feature on this to let everyone know who is where and what they're doing.

USE THIS FOR sending official and formal communications, diary invites, reaching out to the whole team or large groups, and managing projects, timelines and tasks.

TIP connect your Outlook calendar with Slack so it automatically updates your Slack status when you're busy.

SLACK

Slack is a less formal tool for communication that allows you to connect easily to others when they're online. It's a great place to unite teams when working remotely, share company-wide news, ask questions, discuss projects, have non-work related chats, and check in with people casually 1:1.

It can also be intrusive and all-consuming if notifications are pinging at you all day long or you find yourself buried in a deep thread when you've lots to do.

USE THIS TO bounce ideas but not to make big decisions.

DON'T USE SLACK TO create or store knowledge, as it's difficult to extract it (or even find it again, once it's buried in a thread).

TIP update your status regularly to let people know when you're offline, taking a break, walking the dog or just don't want to be disturbed.

TIP emojis can be a great way of communicating your body language and facial expressions - especially when you're working remotely and the tone of text can be misread.

HR & ADMIN TOOLS

MICROSOFT SHAREPOINT / ONEDRIVE

The virtual library of all the company's files which you can access from anywhere.

USE THIS FOR storing important files you need to access wherever you are

TIP look inside the 'Group Resources' folder to find things like this guide, as well as branding guidelines and other team documents

CHARLIE HR

Charlie HR is our simple and easy online HR portal where you can book time off, see when other people are on holiday and report sick days or other absences.

TOOLS FOR MEETINGS AND CALLS

TEAMS

Our video conference tool of choice is Microsoft Teams. Everyone has access to it and you can host meetings for as long as you need.

USE THIS FOR booking in meetings with agendas and team catch ups where it's better to see each other.

TIP you can connect Teams with Slack so you can easily arrange and join video calls from your chats.

SLACK HUDDLES

As well as using it for everyday chats with your colleagues, Slack is also great for quick audio calls. Called 'Huddles', they allow you to instantly chat with someone without having to organise a video link or book something in their diary.

USE THIS FOR quick chats where it's easier to explain something over audio instead of typing it out.

TIP just press the headphone icon when on a chat with someone to activate a huddle.



DIVERSITY, EQUALITY & INCLUSION

Unseen is committed to fostering a culture of empowerment - where personal identity, past experiences and differences are celebrated and utilised to the advantage of all.

Having an open, accepting and supportive work-life experience is non-negotiable for us, and it's imperative that everyone feels safe and encouraged to be themselves.



WHAT WE'RE DOING TO ENSURE DE&I AT UNSEEN

HIRING FOR DIVERSITY

We want the best of the best to join us at Unseen, but talent doesn't need to tick traditional boxes. We don't look for superfluous criteria, such as university degrees, certain grade averages, or specific years of experience. We make sure our wording is gender inclusive and that we facilitate any technical and practical support you need to apply for a role or attend interviews.

Our interviewers are given unconscious bias training and our interview processes specifically look for diversity of thought - with questions that explore the ability to bring different perspectives, openness to feedback, empathy towards others and willingness to learn.

PRACTICAL SUPPORTS

Our offices are wheelchair accessible and we provide any tools, ergonomic equipment and assistive technologies you need to work well from home and on-site.

MENTAL HEALTH AND WELLNESS

Alongside our flexible working policy, we team up with experts in mental wellness and emotional development to offer L&D days that are less about technical skills and more about personal development and taking care of your mental health.

WHAT WE'RE DOING TO ENSURE DE&I AT UNSEEN

STRONG FEEDBACK LOOPS

360 feedback is encouraged and we're committed to actively listen to your needs. We facilitate this through open forum discussions, during 1:1 check ins and with deep dive surveys that assess how well we're doing when it comes to DE&I and how supported you feel at Unseen.

MANAGER TRAINING

We ensure our leaders are champions of diversity and inclusion and lead from the front when it comes to best practice. This includes making sure they're up to date with the latest policies and providing the best supports they can for their teams, but also providing training on communication skills, neurodiversity, body language and leading with empathy.

SHARING IDEAS

We facilitate forums for ideas to be bounced around. These can be related to creating new products, services or tools that help you do your job or Unseen improve as a company, or ways to help us engage and unite as a team.

KEEPING YOU SAFE

Whether you witness or experience any kind of mistreatment, or behaviour that could be considered discriminatory, we'll support you in dealing with it in a sensitive and decisive manner. You can talk openly and in confidence with any member of the management or leadership team, and we're creating new channels for any incidents to be reported anonymously.



FAQs



WHAT DOES REMOTE-FRIENDLY REALLY MEAN?

At Unseen, remote-friendly means that you can work from anywhere, anytime and in a way that suits you and your team.

To us, working from home (or the beach or your local coffee shop) is not a 'perk' or a 'privilege'. We don't see the value in commuting to an office for the sake of being there for a specific number of days in the week. Nor do we think that everyone performs best when working entirely remotely or in physical isolation from other people - connection matters. We believe that coming together should be purposeful and productive, and most importantly enable you to connect with other people.

We provide office space so you can get together for brainstorming sessions, project kick offs, whole team catch ups or just for some face-time with friends. We strongly believe that spending time together is hard to beat, so when on-site activities are planned we encourage you to be there if possible.

This might be every few weeks, every couple of months, or sometimes a few times in one week depending on what's going on for you and your team. However, if you can't attend, we make sure meetings are streamed so you can join by video.

WHAT DOES IT MEAN TO WORK 'WHEN AND HOW' YOU WANT?

At Unseen, we're focused on output, not input. We believe that effectiveness is best measured by results, and recognise that some people do their best work through the night, early in the morning or in far fewer hours than others might need. This means that we won't watch the clock and don't expect you to either. There are two important non-negotiables that help make this work for us: Communication and Flexibility.

We expect you to communicate your availability and what you're working on to everyone that might need to know.

We expect you to be flexible to the needs of your team. If there are important meetings, whole company updates, or colleagues in different time zones that need a working session with you, it's important that you compromise to make yourself available when possible.

In addition, you might have different demands and time pressures to others. For example, if your role requires you to be active when your clients and customers are available, you'll have to consider this when planning your time. It's all about doing what works for your role.



WHAT DO YOU MEAN WHEN YOU SAY 1:1s FOCUS ON THE “WHOLE PERSON”?

We understand that all sorts of things can influence how you show up at work and caring about the things that are important to you is integral to the way we lead at Unseen. During our 1:1s we don't just focus on traditional things like performance and objective setting. We work hard to understand your personal motivations, overall engagement, work-life balance and alignment of your values and sense of purpose to our mission and the work you do with us. You can expect our leaders to engage in an emotionally intelligent way to help you to bring yourself fully to life at Unseen.



THANKS FOR READING

Our culture is a reflection of our core Mission, Vision and Values - these are the golden threads that we live by. But like most things at Unseen, our people agenda is ever evolving and we never want to be stuck in our ways.

As we grow, we look forward to exploring new ways of getting stuff done and keeping our team happy, engaged and productive.

We promise to work in partnership with everyone at Unseen to make sure we're always improving, so this manifesto will be updated as we learn along the way.

