

*Our charter sets out how we believe we should work together to build an enduring and winning organisation. We have chosen to develop our own charter because our success and how we achieve it is the responsibility of each and every one of us. We operate as owners and the charter acts as our aspiration and our inspiration. It is not the fact that we have a charter that will make us successful - it is the way we use it and hold each other accountable that will ensure we achieve our individual and collective ambitions for both LDC and ourselves.*

## Our Mission

**“LDC is a relationship based private equity business. We exist to create wealth for individuals, businesses, communities and our parent, the Lloyds Banking Group, by investing in and supporting ambitious management teams and high quality businesses.”**

### Our Business Philosophy

**This is the essence of LDC. At its core are relationships and professional integrity. Our business philosophy is clearly articulated and simple to understand. It embodies :**

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| Partnership | All of our stakeholders must be our partners and our ambassadors. We will build enduring relationships that stand the test of time and go beyond just economic results. We will work as peers, advisors, mentors and friends and will provide constant support through good times and bad.  |
| Trust       | We strive to maintain a spirit of openness, trust and co-operation at all times. Our communication will be frequent, our approach will be consistent and our contribution will be constructive and value adding. We value loyalty, dedication and commitment.   |
| Fairness    | We compete in a demanding and results-driven environment. We want to be known as an organisation that is easy to work with, which combines a commercial approach with professional integrity and a sense of fairness at all times.  |
| Integrity   | We encourage honesty and transparency and value everyone’s opinions and ideas with a focus on making informed decisions and identifying the best solutions. We are not hierarchical. We recognise we have to earn each other’s respect every day. We understand the significant demands on each other’s time and energy and commit to work together wisely.                                 |
| Candour     | Whilst challenging the status quo is expected, there will be zero tolerance of politics, spin or hidden agendas. We must all take responsibility for tackling and resolving issues, directly and considerately, and adopting a consistently positive attitude. There should not be a tissue paper between what we say and what we do.   |
| Team        | Our commitment to attracting and retaining the best people is critical to our future. Our success is based on team and collective responsibility. We must always look and act like a team and go the extra mile to deliver our desired outcomes. Being a team confers on each of us greater individual responsibility and an attitude that places a high priority on supporting colleagues. |

### Our Vision

**This vision is our heart. It will be evidenced in our strategic plan, operational structure, office environment, communication, people development and reward schemes, our daily behaviour and our relationships both within LDC and with everyone who deals with us.**

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| A fantastic place to do business | We want to be recognised as the best in our market based on our performance, and our reputation for how we do business.<br>We will achieve this by creating a dynamic culture of empowerment, responsibility and accountability underpinned by camaraderie and respect and a collective desire to deliver outstanding service to all our stakeholders. |
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### The Way We Do Business

**These attitudes and attributes are the key capabilities that our team of people should possess and will govern how we operate.**

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| Profit                   | We are relentlessly focused on the creation of value. We believe that profit provides abundant opportunities for growth, learning and reward for the Lloyds Banking Group, our staff and all those we serve. We focus on supporting management buy-outs and adding value throughout the life of investments which drives manageable and sustainable success.   |
| Leadership               | We must all practise leadership and the will to be led. As leaders, we must demonstrate courage, imagination and enthusiasm and the will to stretch ourselves towards aspirational ambitions. It is the responsibility of our senior management to act as role models at all times.  |
| Learning and Development | We must constantly strive to do things better. We include all our stakeholders as partners in our improvement efforts. We are not interested in blame or finding fault. Yes, we must learn from failure but it is more productive to spend most time examining our success. This will drive best practice and deliver greater reward for all our stakeholders.   |
| Governance               | We will never waiver from our responsibility to the Lloyds Banking Group, our staff and our other stakeholders. We will maintain effective business systems and controls and will constantly aspire to best practice whilst always seeking to minimise bureaucracy. We will regularly review our process of governance, reporting, audit and oversight to ensure regulatory compliance and appropriate risk management.  |
| Operational Discipline   | We are constantly seeking to improve decision making and increase the probability of making the right calls in a difficult and judgemental business. We aspire to the highest operational standards. This must be based on a disciplined approach to all that we do and conformance with all our operational practices and procedures whilst also seeking continuous improvement. It is characterised by attention to detail and a focus on the little things that matter. |

### Building Our Community

**These behaviours matter to us most. They characterise the type of people we want to work with. They are how we want to be seen by each other and how we appear to others. They are chosen by us and are a strong source of our differentiation.**

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| Investment      | Our involvement in regional communities is an integral part of our success. We recognise that we are privileged. We seek to contribute to these communities through a broad range of business, cultural and charitable activities and try to make a small difference to those less fortunate than ourselves.   |
| Celebration     | Each of us should be ourselves. We recognise that by bringing together diverse experiences, perspectives and skills, we can create the best environment for intellectual and creative contribution. We all have demanding jobs, based on a work hard, play hard attitude. We should enjoy our achievements as well as our plans and constantly strive to make others feel appreciated.                           |
| Experimentation | We embrace experimentation to achieve dramatic change and push the boundaries of our performance. We must have the confidence to try new ideas, but accept that things will not always go as planned. We are free to admit mistakes and share them with others. We will never knowingly let a colleague fail. We must strive at all times to create innovative and better ways of running our business.          |
| Development     | Our team of people is our greatest asset. We must invest in ourselves to realise our full potential. Developing our people and bringing out the best in each other is essential. It is the responsibility of each of us to get on with others and demonstrate our support for colleagues. The power and potential benefit of our collective improvement is immense.  |
| Expectation     | We have high expectations of ourselves and of each other. We should strive to exceed these expectations and surprise our colleagues by our performance. Our behaviours, commitments and choices are centred on what is best for LDC. We want the freedom to perform within clear boundaries. We have the opportunity to transform our potential and it is our personal responsibility to give our best everyday. |
| Winning         | We are committed to winning together and maximising our success. We must behave like champions and turn up to win, not just to play. We must create an environment that looks like a winning place. We must use winning language and we must adopt a winning attitude throughout LDC.  |

### Personal Commitment

**We are committed to playing our full part in building enduring success and a winning organisation. In short, we aspire to deliver stellar success as measured by:**

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| Balanced Results | We must all hold ourselves accountable, both as individuals and as an organisation, for our results. Our success will be accomplished by rigorous assessment of risk and reward and we will not bet the business on a single transaction. We must measure our internal and external business activities by effective benchmarking, based on a broad range of both financial and non-financial measures including: <ul style="list-style-type: none"> <li>• Satisfied shareholders/stakeholders - the Lloyds Banking Group, the wider community</li> <li>• Delighted customers/partners</li> <li>• Efficient and effective processes</li> <li>• Motivated, prepared and contented team</li> </ul> |
| Excitement       | We have assembled a superb team of people. Every day, we must maintain the desire and passion to succeed for LDC, for our colleagues and for ourselves. We want all staff to be highly motivated to come to work and enjoy a flexible, supportive, caring and happy environment. We want to feel part of an uplifting and special experience and to know that everyone’s contribution is encouraged, recognised and rewarded. We should share the excitement of our collective vision and ambition for LDC.  |