



People Strategy

LIVERPOOL
ONE

Love the City



ONE City
ONE Passion
ONE Team



Introduction

At Liverpool One we believe that our success is directly related to the quality, commitment and talent of our team members. With the right behaviours, attitudes, skills and passion, we will create and maintain a true one team culture dedicated to excellence in customer service.

Our values of One City, One Passion, One Team explain a way of life within Liverpool One, they are paramount to us creating and maintaining mutual respect, openness and honesty. They also help us sustain and strive to deliver service excellence and value to our customers.

We will work together to ensure that the experience of working for Liverpool One is personally enriching and enjoyable. By celebrating our successes and learning from each other we improve our working practices and personal performance. We strive to be an employer of choice for those wishing to work in the heart of Liverpool city centre.

Liverpool One's vision is to be the most successful city centre destination in the UK. This means that we aim to:

- Be the best;
- Stay the best; and,
- Deliver value.

To achieve our aims we are committed to our People Strategy which is backed up by excellent management information and professional HR practices, policies and procedures. We recognise that we need a team of service professionals and a true culture of service excellence. As a result we will commit to the following:

- attracting, recruiting and retaining talented, motivated and skilled team members;
- implementing innovative recruitment and retention strategies and introducing creative development and training programmes for our committed modern team;
- promoting a strong performance culture;
- recognising great people and great work;
- providing HR policies and practices that are attractive, supportive and champion change, in partnership with our tenants;
- making the best use of technology available, streamline processes, devolve responsibility and provide genuinely useful management information;
- delivering what we promise through our empowered team members; and,
- recognising that everyone has a life out of work that they need to balance.

Our People Strategy applies to all team members and third party service providers.

What does the People Strategy mean to you?

Liverpool One will deliver on the following which is a commitment and investment to you during your employment;

You will have:

- a corporate induction;
- an annual appraisal;
- a learning and development plan which supports the development of your skills, knowledge, capability and behaviour;
- a regular team brief and will be encouraged to provide feedback on areas for improvement etc.;
- access to a HR team that will assist you with any HR issue you wish to discuss;
- policies and initiatives that support a balance between work and home life;
- access to occupational health and welfare services; and,
- a range of learning and development opportunities.

As a Liverpool One team member you will be fully committed to our values One City, One Passion, One Team.

You will:

- be focused on providing an excellent service to all our customers (internal and external);
- look for ways to improve the services we provide;
- ensure your behaviour meets organisational values and organise your work effectively to meet the demands of your role;
- work co-operatively with team members, contributing positively and constructively to the achievement of team and company objectives;
- be respectful of the differences of those who work with us or for whom we provide a service irrespective of their ethnic origin, their religion, sexual orientation, their gender, age or disability;
- actively participate in personal and organisational training and development opportunities; and,
- aim to fulfil to the best of your ability your contract of employment with Liverpool One.

Our Team behaviours

The people that make up Liverpool One play a huge role in delivering our core values. We demand excellence in all areas from customer service through to maintenance and security. We know that this drive to commitment to excellence means that we can all work for a company that we can be proud of.

The Liverpool ONE Spirit

We are a positive, forward thinking company. We embrace change and have a positive approach to the challenges that face us. We are energetic and dynamic with a leading edge approach to our business. We are always conscious that we are part of a larger team. We enjoy our work and have fun with it and create an environment that is exciting to be part of.

Integrity

We like to talk to people and encourage feedback on everything we do. It is important that we share our knowledge and build trust between our team members, retail and leisure partners and the general public. We are seen as very approachable, open and honest and we always give the full picture.

Respect

We treat others as we would expect to be treated by them. We are a team and we look out for each other. We listen and always deliver what we say. We never over promise and under deliver. We add value wherever possible... We appreciate and value our wider team of retail and leisure partners and recognise that they are a key part of our team.

Service Excellence

We strive to continually improve our service delivery and we push ourselves every day. We always improve on our existing skills to maximise our potential and pass on our knowledge and training to others.

We will recruit the best

We source and attract talented, highly motivated, diverse and customer focused team members using innovative and cost effective methods. We do this by ensuring that our selection procedures are fair, consistent, relevant and inclusive. We strive to recruit team members who are passionate to work for Liverpool One and within Liverpool city centre. We do this by:

- seeking to recruit the best candidates;
- advertising all external vacancies locally in partnership with the City;
- ensuring our employment brand is included in all recruitment advertising with imagery that delivers key messages;
- adopting a centralised recruitment hot-line; and,
- ensuring that all job roles have clearly defined job descriptions and person specifications outlining the required capabilities, so that people know what is expected of them.

We will deliver a recruitment process that is timely, accurate and comprehensive with all parties concerned fully understanding the reasons for the outcome. Offering feedback to unsuccessful applicants in a sensitive and constructive manner will conclude the process thereby maximising personal learning.

We recognise that Liverpool One is located in the heart of the City and we will work with a range of recruitment providers across the City.

We will train and develop the best

We will develop and train team members to meet the needs and objectives. We will equip our team members to succeed.

All team members will attend a corporate induction programme that will emphasise the importance of:

- Our Liverpool One Values
- Service culture
- Individual accountability
- Teamwork
- Customer Service
- Liverpool One's position in the heart of the city

Performance is reviewed on an on going basis so that team members know how they are doing and how they are contributing to Liverpool One objectives. This should be a two way process. Team members will be involved in agreeing their performance objectives and will be supported through an individual training plan.

We will provide an environment of continuous learning. Team members are encouraged to take responsibility for developing their skills in line with the changing needs of Liverpool One.

Where appropriate we will promote from within and encourage personal development.

We undertake annual appraisals, with an informal review after 6 months.

We will encourage team members to research and implement best practice and share knowledge and skills to support continuous improvement.

We seek to motivate and retain the best

We believe that the establishment of a true one team culture, as well as our ability to motivate team members is key to our people retention programme. We will carry out a robust annual appraisal system that assesses the important elements of each team member's role and to acknowledge their strengths. This system recognises our beliefs in team-working and customer service excellence as critical to the success of Liverpool One.

To reinforce our commitment to support and recognise the excellent work by our team members we will present an annual Rewarding Excellence Award.

We will communicate with integrity

We promote an open and honest environment. We ensure that our people are involved in decision making on matters that directly affect them.

We deliver timely team briefings about the performance of Liverpool One, as well as on corporate and local issues.

We encourage continuous development in our communication processes.

We will introduce a company newsletter, encouraging contribution from our team members.

Diversity

We will promote an environment where diversity is valued and where Liverpool One's goals and objectives are met by respecting and embracing everyone's individual skills, knowledge, talents and potential.

We will ensure that all members of the team are treated fairly, reasonably, with respect and dignity and in a consistent manner.

We will ensure that team members are treated on their merit without regard to race, sex, colour, ethnic origin, sexual orientation, religion, age or disability.

We will proactively aim to recruit a team that reflects the diversity of Liverpool. Where feasible, we will engage with representatives of diverse groups to encourage diversity within Liverpool One.

All team members will receive Equality and Diversity Training as part of their induction programme and ongoing training.

We will collect and monitor management information about ethnicity, age gender in recruitment, promotion and development as part of our commitment to Equality of Opportunity.

Remuneration

We will ensure that our policies provide a fair remuneration and benefits package. Other monetary incentives may include gift vouchers for going the extra mile, and a team member recognition programme, (Rewarding Excellence Award) across the Company.

A comprehensive pension scheme will operate in Liverpool One.

Family Friendly

Liverpool One is committed to supporting team members in achieving a work life balance. Comprehensive policies and procedures are available from your line manager or a member of the Human Resources Team.

Liverpool One Transport Plan

Liverpool One recognises the importance of sustainable transport and offers and encourages various schemes to contribute to this e.g. team members can sign up to Liverpool One's car sharing scheme or opt to purchase a bicycle through a salary sacrifice scheme.

This strategy will be reviewed annually or more frequently following the results of team surveys, exit interviews etc.

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