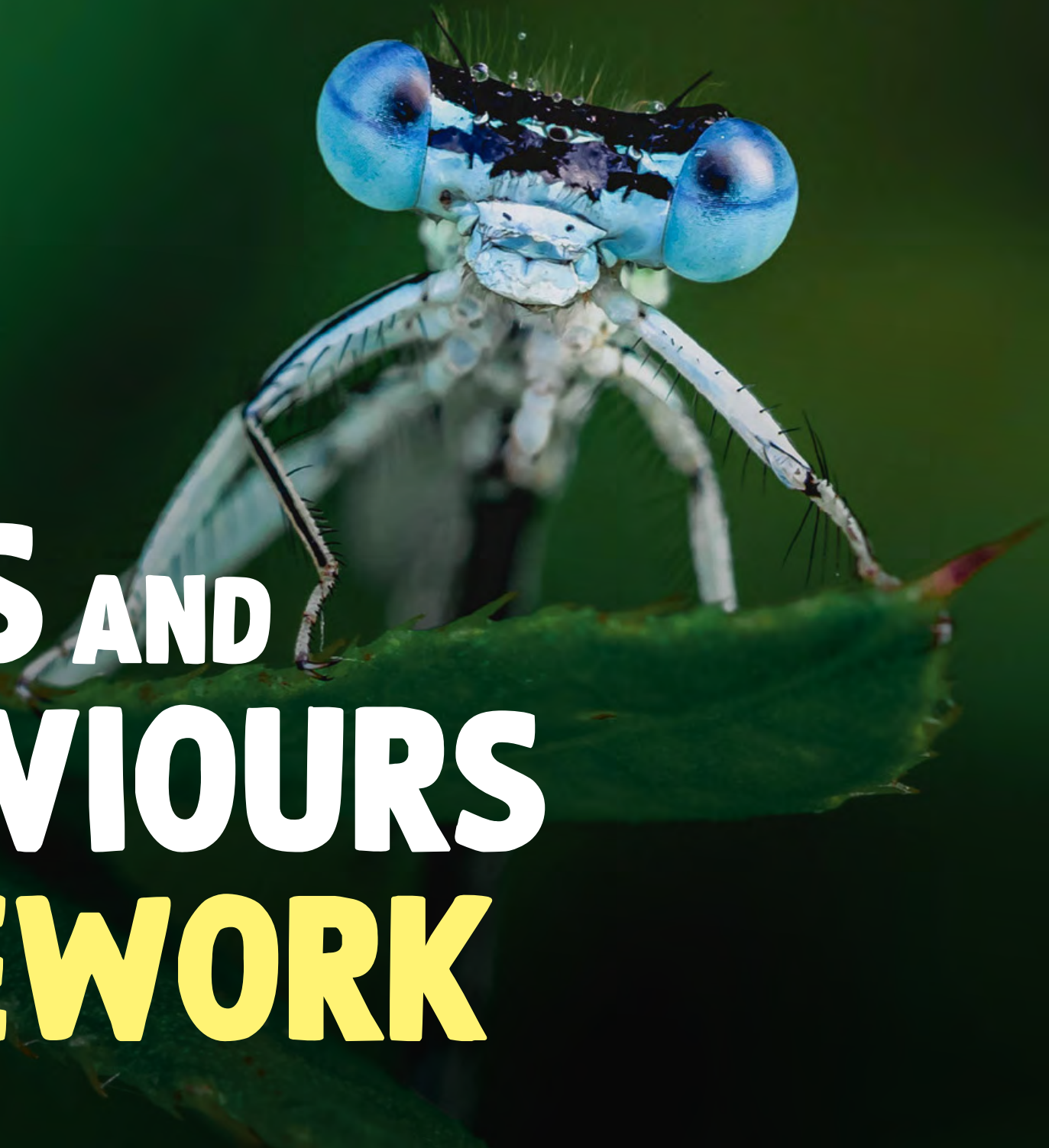




# VALUES AND BEHAVIOURS FRAMEWORK



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# A FOREWORD

**Our strategy to 2030, Wetlands are the Way, sets out our mission to restore wetlands and unlock their power. Our people, you, are the beating heart of the charity. It's you who bring this mission to life as pioneers, as doers by nature for nature and through inspiring connections.**

When we work well together, we create a culture, a way of working, a team spirit we can be proud of and, in turn, can celebrate achieving our mission together.

To do this demands us all to be the best we can be. We must value diversity, encourage innovation, empower each other, and create a workplace people want to be part of. It starts with us sharing fundamental core principles that guide us and underpin our way of working, our values. These values are then shown in the practical ways in which we behave with each other.

This framework is here to help you think about how we behave in a way that is true to our values. It connects 'what we do' (the strategy) with 'how we do it' (the values and behaviours) and in doing so helps WWT's personality shine through all that we do.

Sarah Fowler  
**WWT Chief Executive**

It helps each of us be clear with each other on what good looks like within our individual roles. It provides a consistent approach when assessing performance as part of our Performance and Development Reviews. It enables us to recognise and celebrate our strengths. It helps provide a focus for our training and development needs. And it enables us to see areas where we can strive for better.

It supports managers when recruiting and promoting. It nurtures leadership and management skills within the organisation. It develops the capability to 'get stuff done' by supporting decision making at the right levels and the underpinning accountability that sits alongside that.

This framework is a practical tool. It will help us create that thriving workplace we all want to be part of, where we work well together based on respect for one another. It will help us be ready to respond, together, to whatever the future holds.

It's important we all use this practical tool. Use it to support your own development, as well as that of your colleagues and the organisation.



**“”**  
**Our people,  
you, are the  
beating heart  
of the charity.**





**LET'S  
DIVE IN...**



A long-billed bird, possibly a species of grebe or similar waterfowl, is shown in profile, facing right. It has a long, dark, straight beak. Its plumage is primarily white with prominent dark brown or black wingtips and a dark stripe running along its back. The bird is standing in shallow, dark water, and its head is lowered towards a small, green, leafy plant that is partially submerged. The background is a blurred, dark green, suggesting a natural, aquatic environment.

Section 1

# INTRODUCING OUR FRAMEWORK





# We're on a mission to restore wetlands and unlock their power.

As part of our strategy to 2030, *Wetlands are the way*, we developed three ambitions: Restore, Inspire and Thrive.

Our Thrive ambition pledges: *'We will become a more thriving, sustainable and effective organisation.'*

To achieve this we have set ourselves specific goals, including: *'We will become a diverse workplace, filled with empowered and engaged people. We will lead by example, living up to our values and having impact and influence externally.'*

This framework is designed to help us achieve this together and to support you in the essential role you play at WWT.

It has been created with all employees, volunteers and casual workers in mind, whether you're out on the reserve in your wellies, greeting visitors at our centres or working on the latest campaign.

**Read our strategy**  
**Wetlands are the way here**

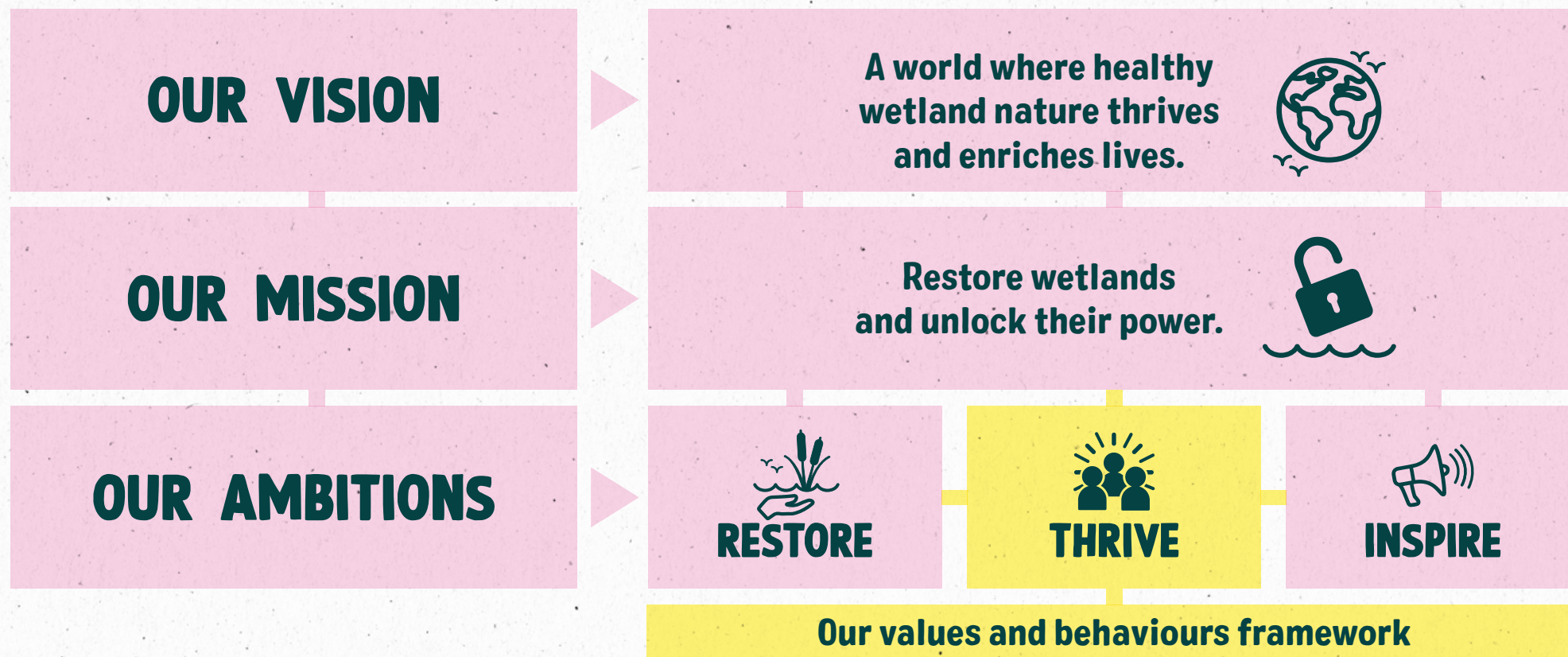






# HOW DOES THE FRAMEWORK SUPPORT OUR STRATEGY?

Here you can see how our strategy is supported by using the framework. It directly supports our Thrive ambition but it also underpins everything we do.







# WHAT IS THE FRAMEWORK?

**The framework is made up of three core values, these are the principles that guide our organisation as it moves forward.**

Within each value we have identified three behaviours that are needed for effective performance and success at the different levels of the organisation.

Together the values and behaviours identified within the framework will provide a clear understanding of how we will all approach what we do for WWT. It will enable us to identify when we may be off track and help guide us back to where we need to be.

It will also help you understand what you can expect from your colleagues in terms of attitudes, actions and interactions. Whether you're an occasional volunteer or part of the Senior Leadership Team, it reinforces shared organisational values, helping us to develop a consistent and positive culture within WWT.







# HOW DO I USE IT?

**As an employee** you can use the framework to achieve your best within your role. It'll help you determine both appropriate and inappropriate behaviour across the organisation and help define what you can expect from your colleagues, as well as your line manager.

**As a line manager** you can use it to create a benchmark for you and your team to strive towards. You can illustrate how individual roles are linked to WWT's wider ambitions and demonstrate how individual objectives connect to organisational objectives. You will also be able to centre your Performance and Development Reviews around it.

**As a volunteer** it will help provide visibility of what is expected of you within the organisation and support everyone to be consistent with behaviours.

**As a casual worker** it sets out the expected behaviours at WWT from you, your colleagues and line manager.

The framework should be used as a tool to celebrate the great stuff we do as well as provide constructive feedback.

Please take the time to read and understand it. Then think about how it'll support you in your role and how you can use it within your area of work.







# YOUR JOURNEY WITH WWT

The framework is there to support you at all stages of your journey with WWT. From when you first join us as a new starter, to developing your own place within the organisation.

## JOINING THE FLOCK

Attraction  
Recruitment  
Induction  
Probation

## PERFORMANCE & DEVELOPMENT

Objectives      Performance  
                                 reviews      Training and  
   development      Progression

## OUR WORKING CULTURE

Health and wellbeing

Diversity, inclusion and belonging

Recognition





Section 2

# OUR VALUES AND BEHAVIOURS





# THESE ARE OUR VALUES

These are the core principles that underpin WWT's ways of thinking and working. They guide us and let others know what drives our organisation. They should bring clarity and focus to our workdays, ensuring that we're in a much stronger place to deliver our Vision.

## WE LEAD THE WAY

We look beyond the expected. We are innovative and open to change. We demonstrate our values in all that we do and find solutions that support our vision, mission and strategy.

## WE BRING LIFE

We're doers by nature, for nature. We are proactive; making decisions by the right people at the right time. We inspire hope and have a can-do attitude. We make the most of our resources; doing the best for WWT and the planet.

## WE INSPIRE CONNECTION

Connection is woven into everything we do. We connect to and collaborate with one another, working together with our supporters, colleagues and partners to move people and drive action.





# THESE ARE OUR BEHAVIOURS

To support each value, three behaviours have been identified. These are the practical ways we can demonstrate the values in our day-to-day roles in order to collectively succeed both individually and as an organisation.

## WE LEAD THE WAY

We are role models  
We strive for better  
We see the big picture

## WE BRING LIFE

We get stuff done  
We inspire others  
We are resourceful

## WE INSPIRE CONNECTION

We work well together  
We respect one another  
We engage with others





# SETTING STANDARDS WITHIN OUR BEHAVIOURS

**For each behaviour it is helpful to have examples of what good looks like, as well as when we need to reflect upon and change how we are performing in our roles. To illustrate this for each behaviour we have provided a scale.**

Whilst we believe everybody at WWT should exhibit the 'expected' standard within each behaviour, it is possible for any employee, regardless of role or grade, to be 'exceeding' or 'excelling'.

These have been designed as supporting personal and professional development according to the individual's aspirations.

We have also included what you can expect from the wider leadership team. The framework outlines the additional behaviours that all employees and volunteers can expect from those in leadership positions.

## EXPECTED

**This is designed to set the standard for all staff and volunteers within WWT, and we know that the majority meet this already.**

## EXCEEDING

**This is designed for those who want to go beyond the core standard that WWT expects.**

## EXCELLING

**This is designed to stretch those who aspire to become leaders within the organisation.**

---

## BELOW EXPECTATIONS

**We can work with you to understand what support is needed to address any issues and make improvements.**





Section 3

# OUR FRAMEWORK





**WE LEAD  
THE WAY**



## We lead the way

# WE ARE ROLE MODELS

### What do we mean by: we are role models?

We will embody WWT's vision and mission by demonstrating our expertise and acting as an ambassadors for the organisation.

### Why is being a role model important to us at WWT?

We will inspire those around us to make a long-term impact, which will attract support and build trust for WWT internally and externally.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You demonstrate commitment to the WWT strategy, vision and mission</li> <li>You advocate for the organisation with colleagues, volunteers, visitors and partners</li> <li>You follow WWT's policies, processes and procedures</li> </ul>	<ul style="list-style-type: none"> <li>You speak up when others are not demonstrating the right behaviours</li> <li>You champion WWT's policies, processes and procedures</li> <li>You share your own expertise to help others achieve goals</li> </ul>	<ul style="list-style-type: none"> <li>You support others in the development of their expertise</li> <li>You advocate for WWT's strategy &amp; mission</li> </ul>	<ul style="list-style-type: none"> <li>You don't follow policies, processes and procedures</li> <li>You don't act as an ambassador for the organisation</li> <li>You fail to deliver on agreed actions on time</li> </ul>

### What can you expect from leaders?

- They shape WWT's strategy, vision and mission, inspiring others to get on board
- They will raise the profile of WWT on a local, national and international level
- They demonstrate WWT's values and the behaviours set out in this framework



## We lead the way

# WE STRIVE FOR BETTER

### What do we mean by: we strive for better?

We will be innovative, curious and challenge the norm. We will embrace change and pioneer new ways of doing things. We will cultivate a culture of continuous improvement.

### Why is striving for better important to us at WWT?

Through continuous improvement we can maximise our impact and adapt our ways of working to the changing needs of the landscape we operate in, as and when we need to.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You are comfortable working with different groups of people, such as internal teams, visitors, or partners</li> <li>You complete the training necessary for your role</li> <li>You seek opportunities to learn and grow</li> <li>You identify potential solutions to challenges</li> </ul>	<ul style="list-style-type: none"> <li>You implement new solutions where possible</li> <li>You recognise barriers to change and identify effective ways to overcome them</li> <li>You challenge the norm where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>You're seen as an innovator, who identifies new ways of working</li> <li>You recognise the potential in others and encourage growth and development</li> <li>You're not afraid of failure and help to cultivate a culture of continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>You're unwilling to adapt your style or approach to different audiences or situations</li> <li>You refuse to consider new ways of working</li> <li>You don't complete mandatory training on time or consider development opportunities</li> </ul>

### What can you expect from leaders?

- They introduce innovative and efficient ideas into the work of WWT to support our ambitions and action plans
- They influence others to adopt new ideas and ways of working
- They proactively ask others for feedback on what can be improved and how they can help



## We lead the way

# WE SEE THE BIG PICTURE

### What do we mean by: we see the big picture?

We will have a clear understanding of how our roles impact and influence the achievement of our strategy. We will contribute to WWT's mission by being bold and ambitious in everything we do.

### Why is seeing the big picture important to us at WWT?

It allows us to deliver our strategic mission, while also anticipating and adapting to change.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You understand how your role fits into the wider WWT strategy</li> <li>Your priorities are aligned to WWT's overarching action plan</li> <li>You see beyond the immediate impact of your responsibilities</li> <li>You keep yourself up-to-date with what is going on across WWT</li> </ul>	<ul style="list-style-type: none"> <li>You connect discussions to WWT's vision, mission and strategy</li> <li>You're ambitious and think in the long-term</li> <li>You highlight the importance of connections between teams</li> </ul>	<ul style="list-style-type: none"> <li>You agree targets that stretch and develop you to reach your potential</li> <li>You work to connect people to achieve WWT's vision, mission and strategy</li> </ul>	<ul style="list-style-type: none"> <li>You don't consider the needs of others across WWT</li> <li>You think in the short-term</li> <li>You don't align goals and objectives to WWT's strategy</li> <li>You don't keep yourself informed on what else is going on in the organisation</li> </ul>

### What can you expect from leaders?

- They translate the long term vision into tangible, manageable actions
- They understand and anticipate how shifts in local, national, and global policy, environmental, or economic factors impact WWT
- They empower teams to deliver WWT's action plans aligned to our ambitions
- There are regular discussions with individuals to make sure WWT's work is connected to the strategy



A close-up photograph of a cluster of frog eggs on a green lily pad. The eggs are translucent and spherical, each containing a dark, developing embryo. They are arranged in a dense group on a large, green lily pad leaf. The background is a soft-focus green, suggesting a natural pond environment. The text "WE BRING LIFE" is overlaid in the center in a bold, light blue, sans-serif font.

**WE BRING  
LIFE**



## We bring life

# WE GET STUFF DONE

### What do we mean by: we get stuff done?

We empower decisions to be made at the right level. We're proactive and own decisions, both when things go well and when things don't work out. We drive WWT forward based on the evidence available at that time.

### Why is getting stuff done important to us at WWT?

It means we can quickly drive initiatives forward to make effective progress and can change direction at pace.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You complete objectives and tasks effectively within the required deadline</li> <li>You engage the right people at the right time to progress things quickly and effectively</li> <li>You own agreed actions</li> </ul>	<ul style="list-style-type: none"> <li>You balance priorities to make effective decisions quickly</li> <li>You make decisions based on evidence available at the time, understanding that priorities may change with new evidence</li> </ul>	<ul style="list-style-type: none"> <li>You quickly and effectively change course based on new evidence</li> <li>You're willing to go beyond the scope of your role</li> <li>You encourage others to get stuff done, providing support where necessary</li> </ul>	<ul style="list-style-type: none"> <li>You delay progress or create unnecessary barriers to progress</li> <li>You always rely on others for support</li> <li>You don't take responsibility for actions / decisions</li> <li>You don't respect the decision-making of the organisation</li> </ul>

### What can you expect from leaders?

- They make clear decisions and also enable decision making at the appropriate level; involving the right people at the right time
- To identify initiatives that are not delivering results and take corrective action to re-align efforts
- They give others the freedom and confidence to challenge leaders to achieve the strategy
- They remove barriers and instil a solutions-focused approach



## We bring life

# WE INSPIRE OTHERS

### What do we mean by: we inspire others?

We inspire hope and positivity through a can-do approach, we love what we do and tell others, we bring energy to the way we do things.

### Why is inspiring others important to us at WWT?

It helps us to create a positive, community culture across WWT, which will enhance our reputation both internally and externally.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You support core initiatives and activities important to WWT</li> <li>You're motivated to make a difference to the organisation and encourage others to get stuck in</li> <li>You're committed to the part you play at WWT</li> </ul>	<ul style="list-style-type: none"> <li>You instil a sense of positivity in others</li> <li>You are proactive in sharing the work WWT is doing, both internally and externally</li> <li>You share success stories with others</li> </ul>	<ul style="list-style-type: none"> <li>You champion positivity and demonstrate resilience</li> <li>You deliver impactful and motivating messaging</li> <li>You get buy-in from others across all levels of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>You don't engage well with others internally or externally</li> <li>You focus too much on the negatives</li> <li>You have to be prompted to share successes with others</li> </ul>

### What can you expect from leaders?

- They enhance the reputation of WWT
- They motivate people to want to excel
- They recognise, encourage, and support growth in others



**We bring life**

# WE ARE RESOURCEFUL

## What do we mean by: we are resourceful?

We'll make the most of our resources, to make them go further.  
We'll demonstrate a commercial mindset and consider the impact to the planet in the choices that we make.

## Why is being resourceful important to us at WWT?

It allows us to maximise our impact and increases our sustainability over the long term.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You make decisions in line with our sustainability standards</li> <li>You consider the needs of others when managing and using resources</li> <li>You use the right kind of resources to get stuff done in line with budget</li> <li>You actively encourage others to make more sustainable choices</li> </ul>	<ul style="list-style-type: none"> <li>You challenge others if they are using resources ineffectively or inefficiently</li> <li>You champion sustainable and commercially appropriate choices</li> </ul>	<ul style="list-style-type: none"> <li>You set the standard for effective use of resources across the organisation</li> <li>You identify commercial opportunities and take action to make them happen</li> </ul>	<ul style="list-style-type: none"> <li>You make choices based on self-interest</li> <li>You use resources without considering our sustainability standards</li> <li>You don't consider the wider impact on the organisation when using resources</li> </ul>

## What can you expect from leaders?

- They provide the right resources needed for the job
- They balance competing resource-demands for the benefit of the organisation and the planet
- They can consider the needs of the whole organisation when managing resources and budget





**WE INSPIRE  
CONNECTION**



## We inspire connection

# WE WORK WELL TOGETHER

### What do we mean by: we work well together?

We actively build positive internal and external relationships. We share knowledge and best practice across the organisation and find common ground in challenging situations and the day-to-day.

### Why is working together important to us at WWT?

We can foster innovation and creativity through collaborative working, whilst supporting and encouraging each other.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You work well as part of a team and seek advice where needed</li> <li>You share skills and knowledge with others to support collaboration</li> <li>You're willing to participate in local or organisation-wide projects or initiatives</li> <li>You build good relationships with others within WWT</li> </ul>	<ul style="list-style-type: none"> <li>You actively seek out ideas and opinions from others to achieve objectives</li> <li>You identify where the organisation is not working well together and escalate as appropriate</li> <li>You build relationships and partnerships, where suitable, outside of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>You instil a culture of knowledge-sharing and collaboration</li> <li>You challenge where the organisation is not working well together</li> <li>You're seen as a trailblazer for encouraging collaboration</li> </ul>	<ul style="list-style-type: none"> <li>You focus solely on your own work without considering the impact on others</li> <li>You're reluctant to cooperate within a team</li> <li>You don't seek input from others and exclude others from activities</li> </ul>

### What can you expect from leaders?

- They invite others' views and opinions to help make WWT more collaborative
- They build a common understanding of needs and shared goals across the organisation
- They develop far-reaching and long-lasting partnerships internally and externally (with other organisations)



## We inspire connection

# WE RESPECT ONE ANOTHER

### What do we mean by: we respect one another?

We make sure there is mutual respect in our interactions with others. We consider the diverse needs and experiences of others and respect professional expertise.

### Why is respecting one another important to us at WWT?

It encourages a diverse range of opinions that will contribute to WWT's goals and creates a welcoming and inclusive environment where everyone feels valued and accepted.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You are respectful and considerate when engaging with others, including their time and priorities</li> <li>You demonstrate your commitment to our Diversity, Inclusion and Belonging policy</li> <li>You take responsibility for your own wellbeing and building your resilience, with support from WWT</li> </ul>	<ul style="list-style-type: none"> <li>You adapt your approach to the needs and behaviour of others</li> <li>You ensure that the wellbeing of others is prioritised in decisions</li> </ul>	<ul style="list-style-type: none"> <li>You ensure a diverse range of opinions are considered</li> <li>You champion wellbeing and Diversity, Inclusion and Belonging across the whole organisation</li> </ul>	<ul style="list-style-type: none"> <li>You're insensitive to the needs and backgrounds of others</li> <li>You allow disrespectful or discriminatory behaviour to take place</li> <li>You don't make the effort to understand different viewpoints</li> <li>You don't respect people's time and priorities and are always unavailable to help others</li> </ul>

### What can you expect from leaders?

- They take actions to help when team members are struggling with work and/or workload
- They'll act as a role model for inclusive leadership and lead with honesty and integrity
- They recognise the value each department plays in delivering WWT's mission

## We inspire connection

# WE ENGAGE WITH OTHERS

### What do we mean by: we engage with others?

We understand the need to have difficult conversations to achieve positive outcomes. We recognise excellent contributions to WWT and actively seek feedback from colleagues on our own work.

### Why is engaging with others important to us at WWT?

This approach creates an open culture where difficult conversations can create positive outcomes.

What good looks like			What good doesn't look like
Expected	Exceeding	Excelling	Below expectations
<ul style="list-style-type: none"> <li>You praise others for their work and contributions</li> <li>You celebrate success with others</li> <li>You listen carefully to others and value their input</li> <li>You understand the importance of feedback in developing yourself and the organisation</li> </ul>	<ul style="list-style-type: none"> <li>You manage difficult conversations with positive outcomes</li> <li>You create the space for others to share ideas and actively listen to these</li> <li>You regularly ask peers for feedback and act on it to develop yourself</li> <li>You can adapt your communication and listening style to a wide range of different audiences</li> </ul>	<ul style="list-style-type: none"> <li>You actively provide feedback in the right environment to help support growth and development</li> <li>You take personal responsibility for coaching and developing others</li> </ul>	<ul style="list-style-type: none"> <li>You respond defensively to constructive feedback</li> <li>You don't praise the excellent work of others</li> <li>You don't communicate honestly with others</li> </ul>

### What can you expect from leaders?

- They highlight and praise excellent contributions to WWT and celebrate success
- They'll be approachable and undertake the right consultation when making decisions
- They listen to regular, honest, and clear feedback on their performance
- They'll effectively manage behaviour that falls short of these standards



Section 4

# USING THE FRAMEWORK







# SUMMARY

**The Value and Behaviours Framework sets out how we can all contribute to the success of WWT, as individuals and as a team.**

Using this framework will help guide us in delivering our strategy and ensures that we will achieve this in the right way.

We hope that it enables us to have rich and meaningful conversations as part of our review process and supports our growth as individuals and as an organisation.

## **Where can I find more information?**

The values and behaviours set out in this framework will be integrated into our ways of working at WWT; joining the flock, our performance and development and our working culture as set out on **page 10**

Updates will be shared on Netlands, the volunteers website, and Marsh Mail as they occur.







# WHAT SHOULD I DO NEXT?

## Everyone:

- Please take the time to engage with and understand the framework, from how it will help you in your role to how you can help make it work in your area of work
- Please reflect on your own behaviours and pinpoint any initial areas that you would like to use the framework to help develop
- Discuss this with your colleagues and Line Manager to ensure that everyone is aware of the framework and has had an opportunity to share ideas on how they think it will support the success of the organisation
- Champion those who you see upholding the right behaviours

## Line managers:

- Ensure your team are familiar with and understand this framework
- Agree with your team how you will make it work for you all
- Agree what you are going to do if someone isn't displaying the expected behaviours
- Document and display what you agree in your work areas
- Take a coaching approach to addressing any unhelpful behaviours



