

Our DNA.



"I'm proud
to be part of a
company that's
putting culture
front and centre."

Simon Lloyd
Workforce Solutions Architect

Welcome.

One of my strongest beliefs in business is simple:
great culture, built by great people, beats everything else.

Over the years, we've achieved some brilliant things as a business. We've been brave and the constant behind any of our successes has been our people. That's what's driven our success.

We're incredibly lucky to know what a genuinely great culture feels like. From the very beginning, culture sat at the heart of how our founder, George Materna, grew Gattaca from a small start-up into a global recruitment business. And it's remained the single biggest factor behind our success in recent years... and will continue to be our top priority as we grow.

In 2022, we took a big step forward by clearly defining a values-led, behaviour-led culture, underpinned by shared principles and clear Champion and Challenge behaviours.

Since then, we've embedded those behaviours into how we hire, promote, reward and recognise. And we've seen the impact: stronger collaboration, greater consistency, less ego, no politics... and teams that are competing externally while backing each other internally.

Years on, our Values and Principles remain unchanged, they are the constant in who we are. What has evolved is our behaviours... how we show up every day. To keep our culture strong and our momentum moving forward, our behaviours needed to grow with us.

This isn't a fix. It's an evolution.

More than 50 people from across the business have shaped this next chapter, turning our behaviours into something clearer, more practical, and more reflective of how we work today. They're straight-talking, outcome-driven and collaborative. Built for our people, by our people.

You don't get to choose whether you have a culture... you have one whether you want it or not. But you do get to choose whether you shape it intentionally. And that's exactly what we have all done over the last few years.

This guide brings our Gattaca **DNA** to life - the Values, Principles and Behaviours that shape how we work, how we treat each other, and how we create success, fulfilment and pride for our colleagues, clients, candidates and communities.

I'd encourage you to take the time to really absorb it. Use it to guide how we should all behave and what we should all expect from each other. And importantly, we should all feel comfortable calling things out to one another, myself included, if we ever fall short of these standards.

We've already seen the positive impact of living our **DNA**. This evolution gives it new energy and clarity, and I'm confident it will help us build even more momentum in the years ahead.

This is an exciting next chapter for Gattaca and I'm super proud of what we are all building together.



"Culture will be the key driver of our success going forward."

Matthew Wragg
Chief Executive Officer

Embodying our values.

We've always been clear that our Values were never meant to be just words on a wall. For them to really mean something, they had to show up in how we act - day in, day out.

That's why we've translated them into the behaviours and principles we live and breathe. They're part of our **DNA**.

Each of our four Values - **Trust, Professional, Ambition and Fun** - is brought to life through three clear Principles, supported by Champion and Challenge behaviours. Together, they spell out what good looks like, and what gets in the way.

They apply to all of us, from the boardroom to our newest starters, giving everyone a shared understanding of how we show up, work together, and build the culture we're proud of.



"For me, values guide how we act every day."

Clare Cross
Chief People Officer

Values.

The Value itself is a single word that epitomises what we believe is important in how we operate. It is accompanied with a short statement.

Example

Trust.

We do the right thing, honour our commitments and deliver on our promises.

Principle

Principle

Principle

“We only make promises we can keep”

The 3x Principles per Value are memorable, repeatable mantras that we want to be used regularly to hold us all to account for displaying the right behaviours.



Behaviours we want to Champion:



Behaviours we want to Champion:
Transparent,
lets everyone know where they stand.

The Champion and Challenge Behaviours give specific examples of the values in action and help us all evaluate ourselves to ensure we're demonstrating our values, whilst spotting where we're falling short.



Behaviours we want to Challenge:



Behaviours we want to Challenge:
Does not communicate expectations, instead leaves to fate.

Values.

For everyone at Gattaca, our Values set the tone for how we show up and how our culture comes to life every day.

They give us clarity on the behaviours that help create, lead and sustain a high-performing, inclusive and collaborative environment - one where everyone has the opportunity to do their best work and reach their potential.

You'll use these principles as part of your regular reviews and conversations - reflecting on your own behaviours, recognising the behaviours we want to Champion, and being accountable for calling out and addressing the behaviours we need to Challenge.

These behaviours aren't intended to be a rigid rulebook. They're a strong foundation - giving us consistency across Gattaca while allowing teams to build on them in ways that make sense for how they work.

Over the following pages, you'll find the Principles and Champion and Challenge behaviours aligned to each of our Values.

“Our principles turn values into actions that shape culture.”

Jenna White
Senior Consultant



Trust (noun): A firm belief in the reliability, truth, honesty, or ability of a person or thing.

Trust (verb): To have confidence in or rely on someone or something.

Trust.

**“We do the right thing,
honour our commitments
and deliver on our promises.”**

Principles:

- We only make promises we can keep
- We are proud of our intentions
- We are brave enough to tell the truth, and kind enough to do it in the right way



Behaviours we want to Champion:

- ✓ **Builds trust:**
Speaks honestly, listens actively and respects differences - in every interaction.
- ✓ **Shares openly:**
Cares to share the context, so everyone understands the 'why'.
- ✓ **Values expertise over ego:**
Seeks expert input and respects their craft to win together.
- ✓ **Owens tough calls:**
Takes accountability for the decision, the logic, and the result - even when it goes wrong.
- ✓ **Always curious:**
Asks questions and takes the leap when it counts.
- ✓ **Delivers on promises:**
Does what they said they'd do and resets expectations early if things change.
- ✓ **Builds credibility:**
Authentically shares expertise to benefit others.



Behaviours we want to Challenge:

- ✗ **Puts self above team:**
Chases personal wins at others' expense, forgetting that we're all in it together.
- ✗ **Dodges accountability:**
Avoids honest conversations, won't work to find the fix and escalates without solutions.
- ✗ **Dominates discussion:**
Focuses only on getting personal views across and doesn't encourage others to find their voice.
- ✗ **Looks the other way:**
Lets problem-behaviour and poor standards slide.
- ✗ **Deflects responsibility:**
Blames others and covers up mistakes.
- ✗ **Undermines the process:**
Puts the business at risk by cutting corners for personal gain.
- ✗ **Lacks reliability:**
Doesn't do what they said they were going to do.

Professional (noun): A person who is qualified and engaged in a specific occupation, especially one requiring specialised education, training, and skills.

Professional (verb): To make something professional in character; to organise, train, or conduct an activity according to established professional standards and practices.

Professional.

“We’re proud of our reputation and maintain high standards internally and externally.”

Principles:

- »»» • We do the right thing, even when no-one is watching
- »»» • We’re inch-wide and mile-deep with our expertise
- »»» • We never stop asking if there is a better way



Behaviours we want to Champion:

- ✓ **Goes the extra mile:**
Always looking to deliver an experience beyond expectations - for clients, candidates and colleagues.
- ✓ **Stays calm under pressure:**
Keeps composed and remains resilient, but never too proud to seek support.
- ✓ **Tackles difficult conversations, constructively:**
Manages conflict constructively and gives feedback with good intent and kindness.
- ✓ **Champions our brand:**
Proudly acts as an ambassador, authentically upholding our values, every day.
- ✓ **Invests in expertise:**
Proactively owns their specialism and development journey.
- ✓ **In it together:**
We work without blame, we’re unafraid to share our mistakes and we work together to solve them.



Behaviours we want to Challenge:

- ✗ **Blocks innovation:**
Dismisses new ideas, resists change and gives criticism without offering solutions.
- ✗ **Creates barriers:**
Hoards information that could benefit others and resists collaboration.
- ✗ **Oversteps the line:**
Doesn't respect or look to understand where the line is between banter, inappropriateness and professionalism.
- ✗ **Engages in gossip:**
Participates or spreads rumours that damage team morale and relationships.
- ✗ **Erodes our culture:**
Expresses cynicism inappropriately and excessively and doesn't advocate for our culture, company or colleagues.

Ambition (noun): A strong desire to achieve success, power, or a particular goal, often requiring determination and hard work.

Ambition (verb): To have as one's aim or goal; to aspire to achieve something.

Ambition.

"We're high performers, and we operate with edge and pace. Every day, we strive to set an industry example in everything we do and try to make a positive impact to everyone we work with."

Principles:

- We're responsible for our own growth story
- We never fail – we either win or learn
- We can do anything, but not everything



Behaviours we want to Champion:

- ✓ **Brave with ideas:**
Tests, learns and tries new ways forward.
- ✓ **Makes every moment count:**
Cares about making an impact, both now and in the future. Treats their work like a career, not just a job.
- ✓ **Holds the bar high:**
Demands high standards of self and others.
- ✓ **Seeks feedback:**
Invites feedback, acts on it and uses it to grow.
- ✓ **Solves at pace:**
People powered problem solvers in everything we do, with everyone we work with.
- ✓ **Innovates, always:**
We approach problems with a growth mindset, always aiming for 'better.'
- ✓ **Outpaces the competition:**
We're tenacious, relentless, and determined to be the best.
- ✓ **Celebrates success:**
Takes pride in theirs, others' and the wider group's wins.
- ✓ **Builds confidence:**
Confidently challenges and supports ideas to drive positive change.



Behaviours we want to Challenge:

- ✗ **Doesn't move at pace:**
Demonstrates a lack of urgency.
- ✗ **Deflects accountability:**
Quick to blame and complain, passing the buck and letting things happen to them.
- ✗ **Avoids brave action:**
Avoids being vulnerable, resists innovation and doesn't take risks.
- ✗ **Lacks growth:**
Doesn't proactively develop their craft or that of others.
- ✗ **Shuts down feedback:**
Sees feedback as criticism and not an opportunity for growth.
- ✗ **Holds onto yesterday's knowledge:**
Avoids developing their expertise, risking us being behind the competition.

Fun (noun): Enjoyment, amusement, or lighthearted pleasure.

Fun (verb): (less common, informal)
To engage in enjoyable or amusing activity; to amuse oneself or others.

Fun.

"We enjoy the work we do and the people we do it with. We collaborate, celebrate and promote a working environment where everyone is valued and treated with respect."

Principles:

- »»» • We enjoy the journey not just the destination
- »»» • We show up for each other through the highs and lows
- »»» • We create environments where everyone can be themselves



Behaviours we want to Champion:

- ✓ **Brings 'themselves':**
Shows up with sincerity, authenticity and vulnerability.
- ✓ **Shows humour:**
Balances professionalism with playfulness.
- ✓ **Brings energy:**
Brings a positivity that lifts others, impacting themselves and others around them.
- ✓ **Champions others:**
Celebrates achievements and creates shared moments of joy with our candidates, clients and colleagues.
- ✓ **Chooses inclusion:**
Proactively looks for ways to include others.
- ✓ **Shows up:**
Supports colleagues through the highs and the lows.
- ✓ **Breaks silos:**
Shares knowledge, collaborates and builds smarter ways of working for collective success.
- ✓ **Gives back:**
Considers our environmental impact and contributes to our communities inside and outside of Gattaca.
- ✓ **Brave enough to be vulnerable:**
Creates connections and breaks barriers by being vulnerable.



Behaviours we want to Challenge:

- X **Creates silos:**
Creates challenges between teams, rather than opportunities to work better together.
- X **Dilutes team spirit:**
Contributes negativity or cynicism which dampens team spirit.
- X **Waits for fun to arrive:**
Treats fun as something that should be 'done to them', not proactively looking for ways to engage with others.
- X **Uses humour as a weapon:**
Uses humour to alienate, exclude, cross the line and disrespect boundaries.
- X **Ignores the wins:**
Overlooks opportunities to celebrate wins or bring enjoyment to work.
- X **Stands back:**
Fails to support when their clients, candidates or colleagues need it most.
- X **Responds without respect:**
Is disrespectful to people, our processes and ways of working.

Our 12 principles.

Our 12 Principles are mantras that we want people to use and repeat when they're working with their colleagues, planning their activities, talking to clients and hiring new staff.

They can and should help ensure our Values are represented in day-to-day life at Gattaca in a very real way.

>• Ambition

- We're responsible for our own growth story
- We never fail - we either win or learn
- We can do anything, but not everything

>• Professional

- We do the right thing, even when no-one is watching
- We're inch-wide and mile-deep with our expertise
- We never stop asking if there is a better way

>• Trust

- We only make promises we can keep
- We are proud of our intentions
- We are brave enough to tell the truth, and kind enough to do it in the right way

>• Fun

- We enjoy the journey not just the destination
- We show up for each other through the highs and lows
- We create environments where everyone can be themselves



How you can use the behaviours.

The Champion and Challenge behaviours listed in this guide provide a foundation to build from and create a consistent culture across Gattaca which we're all proud of and collectively ensure we protect and maintain.



Putting our values into action.

This guide is for everyone at Gattaca – whatever your role or location. It's here to help turn our Values into everyday action.

Your behaviours, alongside your performance and objectives, are a key part of how you're assessed in performance reviews. It's not just what you deliver that matters, but how

you go about it. Think of this guide as a practical tool for your own development. Use it to understand where you're at, build on your strengths, and identify where you can have

even more impact in your day-to-day, while tackling the challenges that come with your role.

Built to challenge us all.

This isn't meant to be easy. It's meant to stretch all of us – peers, managers, leaders and board members alike. The behaviours go beyond work; they're life skills and developing them will support you now and well into the future.

Being effective isn't just about what you do – it's about using good judgement in how you do it. Knowing when to lean in, when to challenge, and when

to listen matters just as much as the behaviour itself.

The Champion and Challenge behaviours aren't a checklist.

They're a guide. Use them with

intention and common sense, applying the right behaviour at the right time, rather than following them too literally.

Nick Darke
Department
Manager

Kat Griffiths
Bids Team Leader

James Parnell
Talent Solutions Director

Sandra Tinarwo
Group Financial Reporting Manager

Carl Cook
Lead Recruitment
Client Partner

Becky Syms
Delivery Manager

How does culture shape our success?

Culture is not just a buzzword. Our Culture - which is defined by our Values, Principles and Behaviours - is fundamentally linked to our Mission, Vision and our Purpose. Each one feeds the other, and all of them are designed to help us Live our Purpose.

"to provide the skills needed to build a better future - one job at a time."



Our Values are the standards we need to live by, in order to Fulfil our Mission. But on their own... Values are just words. What really counts is how you live them on a daily basis. Our Values are: Trust, Professional, Ambition and Fun.



Key takeaway:

Our Values, Principles & Behaviours define our Culture, and our Culture helps us achieve our Mission, Vision & Purpose!



We believe that by relentlessly attempting to Fulfil our Mission - every single day of every single week - we will Reach our Vision and success will come hand-in hand.



Our Mission is:

"To deliver a service so trusted that we are recommended without hesitation by our colleagues, candidates, clients and suppliers"



By having such an ambitious Vision, we are forced to think in a way that makes it possible. Therefore, our Vision will define how we operate; the decisions we make and the way we run our business.



Our Vision is:

"To be the STEM talent partner of choice."



Purpose gives us meaning. By behaving the right way, valuing the right things, fulfilling our Mission and reaching for our Vision... we will live our Purpose and make a positive impact on the world.



Our Purpose is:

"To provide the skills needed to build a better future - one job at a time."

I want to finish with some key takeaways.

- Our culture isn't a buzzword - it's what enables our success. It's shaped by the choices we make and the behaviours we show every day.
- You don't get to choose whether you have a culture - you already do. What you can choose is to shape it intentionally. And that's something we've done well and continue to do with care.
- Our culture, brought to life through our daily behaviours, is directly linked to how we deliver on our Mission, move towards our Vision, and live our Purpose.
- To help everyone truly embody our Values, we've broken them down into 12 clear Principles, supported by Champion and Challenge behaviours. Together, they make expectations clear and give us a shared understanding of what good looks like, and what gets in the way.
- The Principles are there to be used and repeated in everyday work, helping our Values show up consistently across the business. The Champion and Challenge behaviours continue to play a key role in performance conversations and reviews - ensuring we focus not just on what we achieve, but how we achieve it.
- If we keep showing up in the right way and living our **DNA**, success will follow - individually and collectively. And just as importantly, we'll achieve it in the right way, enjoying the journey and having plenty of fun along the way.

Matthew Wragg
Chief Executive Officer





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Our DNA.



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