

# DCC Colleague Guide

Things you need to know

**CAPITA**

A Capita company

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## Smart Start, an intro to DCC.

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### **We're a relatively young company, with a very mature assignment.**

What we do will enable innovators to provide smart solutions for the future. It's never been done anywhere in the world. We're definitely game-changers in that respect.

We operate a platform for good, securely connecting Britain's homes and businesses to energy retailers, distributors and those driving innovation. We have other projects in the pipeline, and that's why we recruit the best talent in the industry to bring those ideas to life.


### **Smart DCC is a wholly owned subsidiary of Capita plc.**

We're privileged. We have our own identity and ways of working, because what we do is unique. But we have the backing and support of a listed company with decades of experience and expertise. We're proud to be Smart DCC and we're proud to be part of the Capita family too.

So, if you're new to SmartDCC, welcome.

If you've been here a while, hello again. Collectively we're connecting Britain for good.

We believe in making Britain more connected, so we can all lead smarter, greener lives.



# How to use this book

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We're not ones for overcomplicating things. (Except for when we overuse acronyms, we're trying to get better at that.) To follow suit, we've kept this guide simple. It's less about our policies\* and more about the way we do things around here and our culture.

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\* If you're new though, you probably do want to read up on our policies and processes. **Visit SmartNET and use the search tool on the homepage to access different policies, that's a good place to start.**

A man with dark hair, wearing a checkered shirt, is shown in profile, speaking into a black microphone. The entire image is overlaid with a semi-transparent purple filter. A dark purple circular graphic is positioned on the left side, partially overlapping the man's shirt and the text.

Hello from  
our leaders

# Welcome to the team!

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**It's an exciting time to be part of Smart DCC. Our universal network is secure and will be in 30 million homes. That'll make it the largest network in Britain.**

Our business has evolved as quickly as it's grown. The scope of what we do and what we have in our roadmap is much further reaching than what Smart DCC was originally established to deliver.

Smart metering remains integral to what we do; it is the foundation on which our business was built. Through our growth, we have taken on new challenges and we're working with partners on how we innovate on our network.

Our success starts and ends with you, our people. Your hard work and tenacity; your ideas and fresh thinking; your grit and determination are the things that help make Smart DCC a fantastic business that is building something game-changing.

Those of you that are new, welcome on board. Those already part of the business, thank you for all that you do.

Remember keep it simple,  
focus on the customer  
and be a thought leader.



**Angus Flett**  
CEO

# Starting out in DCC



# Welcome to Smart DCC.



**You’ve probably heard at every company you’ve worked for that ‘our people are our most important asset’, and that’s because it’s true. Maintaining a culture of mutual respect, innovation and high performance is really important in making Smart DCC a great place to work, and that’s down to you, our colleagues.**

From our humble beginnings of four Capita colleagues in a room, to a fully professional business with 100s of colleagues across three locations, I couldn’t be prouder having watched our business grow and our people grow alongside it.

We have some of the best talent in the UK working on a once in a generation programme, and if that isn’t exciting, I don’t know what is.

I’m glad to have you here, I’m looking forward to seeing what you create and I’m just as excited about what we will achieve together.



**Cliff Morton**  
Director of People  
and Organisation  
Development

## Our structure.



**Before your interview, you probably hadn't heard of Smart DCC. We're one of the best kept secrets of the 2010s. We say that with all confidence, because what we're doing will impact every single home in Britain. Who else gets to say that?**

However, chances are you have heard of our parent company, Capita plc. a technology-enabled business services organisation. They are our sole owners. That said, we must operate independently, because we operate under a licence (the Smart Meter Communication Licence) and we're a regulated monopoly.

Therefore, even though we are very much part of Capita, we're very much individual too. You'll notice that we have our own purpose and culture at Smart DCC, whilst living by the Capita values as well, and remaining completely aligned with its purpose:

### 'We create better outcomes'.

There are some things you'll do here that are very much Capita-led. There are Capita systems, for example, where you complete your timesheets, expenses and log your annual leave. Capita Connections is a portal that opens you up to volunteering and career opportunities. Capita Choice gives you access to a range of benefits, from private medical cover to retail discounts.

The Chairman of our Board is from Capita plc, but the Board also includes two DCC Executive Committee members (ExCo) and three sufficiently independent directors. Our licence means we have to be careful that Capita does not have an unfair advantage over anyone else just because it owns DCC.

That's why we have 3 simple rules for this:

- Rule 1 - If information is in the public domain, then there's no issue sharing.
- Rule 2 - If you're in doubt, ask your Regulation department – it's why we have the world's best Regulation team!
- Rule 3 - Treat Capita as you would any other supplier if they provide DCC a service, or any other customer if they are innovating via us. Customer confidentiality is king.

## How we're run.

Here's a picture, because it's simpler than words...



A photograph of two men in an office environment. The man on the left is of Asian descent, looking towards the right. The man on the right is of African descent, wearing glasses and a striped shirt, pointing his right hand towards a screen (not fully visible) in the background. The image has a magenta/pink color overlay. A dark purple circle is positioned in the lower-left quadrant, containing the text 'Settling in'.

# Settling in

# Our people mission.

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# When you get here.



**Your very first day will start out with an induction workshop. You'll get to meet other new joiners whilst getting to know the business. Up to this point, everything you have heard would likely have been about our parent company Capita. Your first day is really important in helping you to understand the DCC way of life and what makes us unique.**

Unlike some other companies, we make sure your induction workshop is on day one; it's best you know up front what you're stepping in to.

You'll be given the gear you need to get your job done on day one too, and also be given access to the online training portal where you will need to complete your mandatory training. Some say it's boring, we say it's necessary and key to making sure you get off to a good start at DCC.

**One team, three sites**

Our Manchester office is home to our innovation and test labs. They are the best in the sector and many of our people are based there too. Our corporate functions are based in our London offices and our Service Centre is based in Ruddington. We all stay connected, making good use of video conferencing and online tools to ensure distance doesn't stop us from collaborating.





### **Safe and secure**

You'll notice just how seriously we take security at our sites too. On day one, you'll be given your access pass and have the protocol for your site explained to you. Non-compliance with protocol compromises our security. Please challenge colleagues where you see people straying from best practice and flag any concerns you have with our security team.

DCC has access to an enviable amount of data, that belongs to millions of people around the UK. We take our responsibilities seriously, which is why we are so hot on security, and that includes data security. Make sure you're up to speed from day one about how we handle and classify information. Following our security protocol is non-negotiable. If there's something you don't understand, don't be afraid to ask. Our Security team are always on hand to help you and find solutions.

### **Change is good...**

DCC was created to deliver change, and we do it well. Our bespoke Change Delivery Methodology (CDM) enables us to deliver end-to-end change across a wide and varied portfolio of change within DCC.

CDM means we deliver our vast change portfolio to time, cost and quality, all whilst keeping risks low and maintaining flexibility along the way.

Everyone gets brought up to speed on how CDM works as part of induction.

### **Always changing, always getting better**

We don't rest on our laurels and we need to stay sharp to remain top of our game.

When you get here, you'll quickly get a sense of the fast-paced nature of our business. Even though we move quickly, we have a culture of continuous improvement. You'll have the chance to be involved in projects that allow you to apply the continuous improvement techniques.

A photograph of a woman with blonde hair, smiling and looking towards the right. She is wearing a patterned top and a lanyard with a badge that says 'STAFF'. The image is overlaid with a large purple circle in the upper left corner containing the text 'DCC and me'. The background is blurred, showing other people at a conference or event.

# DCC and me

# All our colleagues have access to the support they need to be the best they can be.

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**You can speak with your manager about if you ever feel that something is missing. But how do we measure all of this? We're glad you asked...**

## **Career development**

We're the type of business that some see as a long-term opportunity. For others, it's transitional, and something more for the short-medium term. Whichever is you, making sure you grow and develop whilst you're with us is important. Both you and the business benefit when you're thriving in your role. We encourage regular feedback and career conversations with your line manager, about how things are going and your aspirations so that you get the support you need. We're big on feedback and encourage 360 feedback across the business.

To us, everyone is talent, and it's why we ensure everyone has access to training, and all DCC colleagues should have a personal development plan. As well as opportunities for personal growth we offer a wide-range of development opportunities to support all our people:

- Manager and leaders' training for our line manager population
- Leadership events for all senior leaders
- Coaching and mentoring schemes for all permanent colleagues
- Lunch and learn sessions covering a range of topics.

You'll hear a lot in DCC about us being Thought Leaders. It's really important to us that we're at the forefront of new ideas, concepts and insights, and we appreciate that to be a thought leader you need time and space to think. That's why you can work from home one day a week, if your role permits it. Just let your manager know and don't make it the same day every week if you can help it. Sometimes things happen and you need to work from home more than one day a week. It's not an issue just ask your manager.

When you feel it's time to move on all colleagues can access job opportunities across the Capita group, where there are many fascinating and great opportunities.

## Our values.

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How our people behave is really important to us, that's why in your performance conversations we'll reflect on how you've lived our values. This is important because our values are foundational to who we are as a business. Simply put, if you don't believe in them, or you don't live up to them DCC might not be the place for you.

Our values help define:

- What working at DCC should feel like
- How we act
- How we speak to each other.





### **Behave yourself**

At DCC we have a culture of mutual respect and we're zero-tolerance on bullying and harassment. We take a hard line on these things so that no one has a hard time on the day-job. It's important to us that everyone feels comfortable and can be themselves at work. We're an inclusive business that respects, celebrates and values the individuality of our people.

You'll be hard pressed to find many instances of bad behaviours at DCC, and when it does creep in, it gets called out pretty quickly. We pride ourselves on being honest and supportive. It's both your right and responsibility to call out bad behaviours. We want the best for each other, and that means looking out for our colleagues and peers.

### **Rewarding you**

When it's all said and done, few of us would come to work if we weren't getting paid. We are able to offer a discretionary bonus scheme. We won't get into the nuts and bolts of it here. You'll be able to read more about it and your eligibility on SmartNET.

For permanent colleagues (sorry contractors), you'll also have access to a benefits programme called Capita Choice. There's a lot on offer, from health and lifestyle benefits, to retail discounts. Each year you'll have the chance to choose the benefits that suit your needs.

Other benefits include the cycle-to-work scheme and season ticket loans, which help you find the most cost-effective way of travelling. You'll also get 25 days annual leave to recharge your batteries, with the option to purchase five more within the Capita Choice benefits scheme.

# Diversity and inclusion.



**At the DCC we want to be an exemplar (that means the *best*) for diversity and inclusion. It's a big ambition and therefore a big ask on us all. It means that we're all expected to take a look at our conscious and unconscious biases. You're encouraged to positively call out where you see examples of us falling short. It will take time for us to unlearn old behaviours and learn new ones. We're getting better and constantly look for new ideas and approaches to training and working ways. It's all about working smarter, so you can be free to be who you are knowing it's what you do that matters.**

## **Wellbeing**

That leads us nicely on to wellbeing. We were finalists for the 'great workplace' accolade by the Employee Engagement Alliance for our approach to wellbeing. You can't pour from an empty jug and we make sure we take care of you and support you in taking care of yourself.

Across our different sites you'll be able to attend local events about wellbeing, such as (but certainly not limited to!) meditation and walking clubs. We've got trained Mental Health First aiders on each site, just in case you need to speak to someone, and you can also access our Employee Assistance Programme helpline if it all gets a bit much and you need to speak to someone confidentially.



# Get involved.



There are so many ways to get involved beyond the day job at DCC. The initiatives and committees we have are run by our people, for our people. Alongside our Green Team, who are looking at ways we can be greener as a business, we have also have:

People Forum	Wellbeing Champions and Advocates	Diversity and Inclusion Network	Social Committee
<p>A group of representatives from every business function. This bunch of characters are shaping and driving new ideas to make Smart DCC a great place to work.</p> <p>You'll get to know them well.</p>	<p>Our wellbeing heroes are located at all three sites, our champs ensure there are events locally to promote our wellbeing agenda.</p>	<p>The D&amp;I Network represent the groups that our people come from. They make sure we focus on the important and relevant issues affecting all of our people and that everyone is included.</p>	<p>We work hard, but we have fun too. The Social Committee at each of our sites look after the organised fun – whether it be group outings, festive fundraiser or all-hands social events.</p>

A photograph of a woman with glasses smiling and laughing at a social gathering. She is wearing a patterned top. In the foreground, the back of a person with long hair wearing a white shirt is visible. The background is blurred, showing other people and what appears to be a bar or restaurant setting. A dark purple circle is overlaid on the left side of the image, containing the text "And finally...".

And finally...

# **‘We need people who are both innovative and professional by default.’**

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**We’re good at what we do. If we weren’t, the powers that be would have stopped us doing it a long time ago. That said, we’re not perfect. We don’t always get things right, but when that is the case, we fail fast. We fix the problem, learn how to be better moving forward and get on with it.**

We’re always evolving as a business, which means we need people who are both innovative and professional by default.

Here’s a few guiding principles that will help you, help DCC be great:

- Give yourself permission to fail: we all get things wrong, but if that happens don’t hide it, ask for help. It’s better you flag it so that we can fix it together, rather than you suffer alone.
- Fail fast: when things go wrong, don’t dwell on the error, focus on finding the fix.
- Remember we’re better together: we don’t work in silos. Joined up thinking produces better results, but also helps us reach goals quicker. Share ideas, don’t be afraid to speak up – you’re here because of the value you’ll bring to the business, let that shine.
- Push yourself to be the best: we all benefit from when you’re the best you can be. Seek out support and tools to help you achieve your development goals. Monitor your progress. Speak to your manager regularly. Keep on growing.

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Our secure network in 30 million homes and businesses will open up boundless opportunities for innovators and reuse.  
**Imagine what you could do with it.**

