

You're part of it

Our Purpose

Our purpose is to support the ambitions of the people and businesses of the UK by delivering specialist financial services.



Your Purpose



paragon

Your Purpose & Performance Profile

Our Strategy

Our Strategic Priorities

Our strategy is driven by our purpose and helps us achieve our vision to become the UK's leading, technology-enabled specialist bank and an organisation of which our employees are proud. We focus on five strategic priorities to help us deliver our strategy. These are supported by three strategic pillars and eight values that underpin our culture and the way we do business.

Our strategy is to focus on specialist customers, delivering long-term sustainable growth and shareholder returns through a low risk and robust model.

Growth **Capital management Sustainability** Management of capital is a critical Growing our lending in specialist Reducing the impact our segments of the market where lever as we invest to grow our operations have on the business and people. customers are underserved by environment and ensuring we the large, high street banks. have a positive effect on our stakeholders and communities **Digitalisation Diversification** Implementing sophisticated, Continually developing our range digitally enabled, cloud-based of savings and specialist lending platforms which enable us to products in both existing and new deliver outstanding customer markets, organically and through service, become more efficient, acquisition. support decision making and address new markets.

Strategic pillars

A customer-focused culture

Expert knowledge and experience, supported by proprietary insight, data and analytics to deliver deep understanding and good outcomes for all our customers.

A dedicated team

An experienced, skilled and engaged workforce, and a unique culture underpinned by eight values.

Strong financial foundations

Prudentially strong, with a low-risk approach to lending, reducing volatility of earnings and enhancing sustainability of dividends.

2 PURPOSE AND PERFORMANCE PROFILE

Who you'll be working with

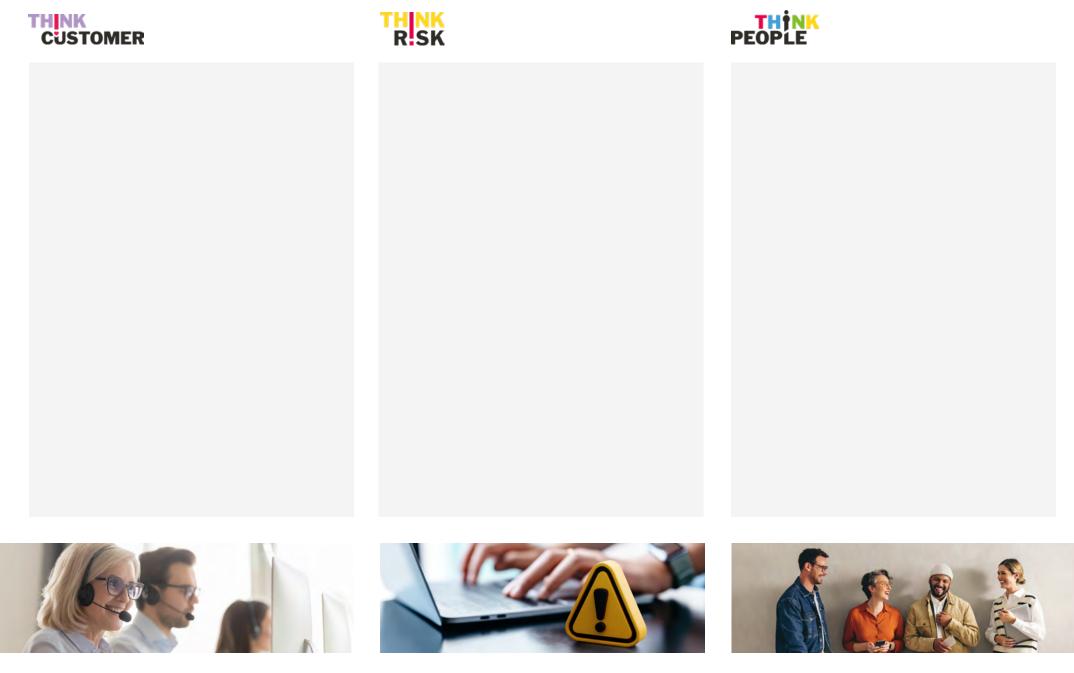
The skills you'll bring

What you'll do day to day





What does success look like for you?





THINK SUSTAINABILITY

You'll make a real impact by:





Personal objectives

If you have personal objectives that are additional to those in your Purpose and Performance Profile above, please capture them here:

If your role is included within the senior management / certificate regime you will be required to:

- Pass and maintain the requirements of the relevant Regulator's 'fit and proper test' as required by the Senior Managers Regime/ Certification Regime.
- Adhere to the Senior Manager Rules as part of the Senior Managers Regime as detailed below if SMR ROLE.
- Adhere to the Individual Conduct Rules as part of the Senior Managers Regime/ Certification Regime as detailed below.
- Be responsible for taking ownership and maintaining of your own Continuous Professional Development (CPD) Log as part of the Senior Managers Regime/ Certification Regime.

Senior manager function rules

- **1.** You must take reasonable steps to ensure that the business or the firm for which you are responsible is controlled effectively.
- 2. You must take reasonable steps to ensure that the business or the firm for which you are responsible complies with the relevant requirements and standards of the regulatory system.
- 3. You must take reasonable steps to ensure that the delegation of your responsibilities is to an appropriate person and that you oversee the discharge of the delegated responsibility effectively.
- **4.** You must disclose appropriately any information of which the FCA or PRA would reasonably expect notice.

Your development

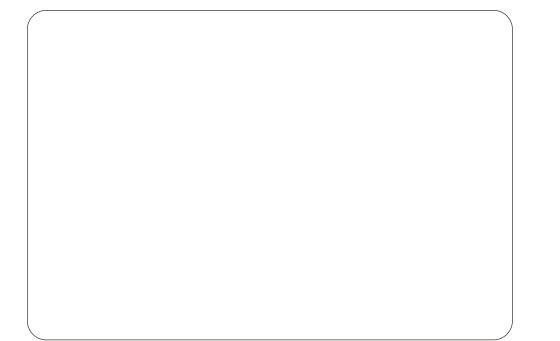
We really want you to succeed within your role and your career. Nobody knows you better than you, and you are encouraged to take the lead on how you are doing and how you progress.

Please use this page to reflect on your personal learning and development; whatever that may look like for you.

What am I currently doing to support my learning and development?

What are my strengths and how can I make better use of them?







What resources / people can help me with my development goals?

Our values

Our culture is built upon a commitment to do the right things for customers, our colleagues, our wider stakeholders, and the world around us. Eight values underpin our culture and the way we do our business.

Doing the right things means making clear and ethical decisions, understanding the implications of our actions, being accountable for them and making a commitment to speak up and put things right where we see something that is wrong.



Fairness

To work together to ensure good outcomes for all our customers

Commitment

To drive the

business forward

with determination

and to do so with

effort and enthusiasm



Professionalism

To maintain the highest standards and deliver our products and services with care and accuracy



To identify and

create new business

opportunities and apply

creative and effective

solutions to problems

Creativity

Teamwork

Integrity

To be honest and open

in everything we do

To work in harmony and collectively towards the delivery of our overall objective



Humour

To ensure we have fun while achieving success!



Respect

To treat people as individuals and listen to their views

Our code of conduct

Our Code of Conduct is designed to help you navigate through the vast array of decisions that you will need to make to deliver effectively on our purpose. You can view a copy of our Code of Conduct <u>here.</u> As a regulated firm we are also subject to the below conduct rules:



Our Leadership Commitment

We all deserve to have a great manager. Our managers commit to delivering inclusive, inspiring, and impactful leadership. For us, this looks like:



Empathy

Having and applying emotional intelligence to understand and engage with others more effectively. Using both self-awareness and the understanding of others to react positively to different situations.



Adaptability

Having the skills and willingness to adapt at pace to changing a circumstances and i environments. Being comfortable with ambiguity, maintaining personal resilience and learning from experience.

Creative Thinking

Having the skill to incorporate creative and innovative practices into tasks, activities and interactions, bringing new perspectives into the workplace.



Coaching

How we support others to explore and unlock their potential using coaching tools and techniques and building a trusting coaching relationship.



Teamwork

The coming together of a diverse group of people to deliver a common objective. Working well together, but open to new ideas and challenge. Creating a safe, inclusive environment to experiment, make mistakes and improve.



Think! Customer

How we build and maintain trusted relationships with internal and external customers based on a deep understanding of customers' needs. It's about communicating clearly and working in partnership.



Decision Making

How we make effective decisions on a day-to-day basis, taking ownership of decisions and demonstrating sound judgement.

If you are a manager of people you will help your people to be their best by:

